

Replacement Sheet

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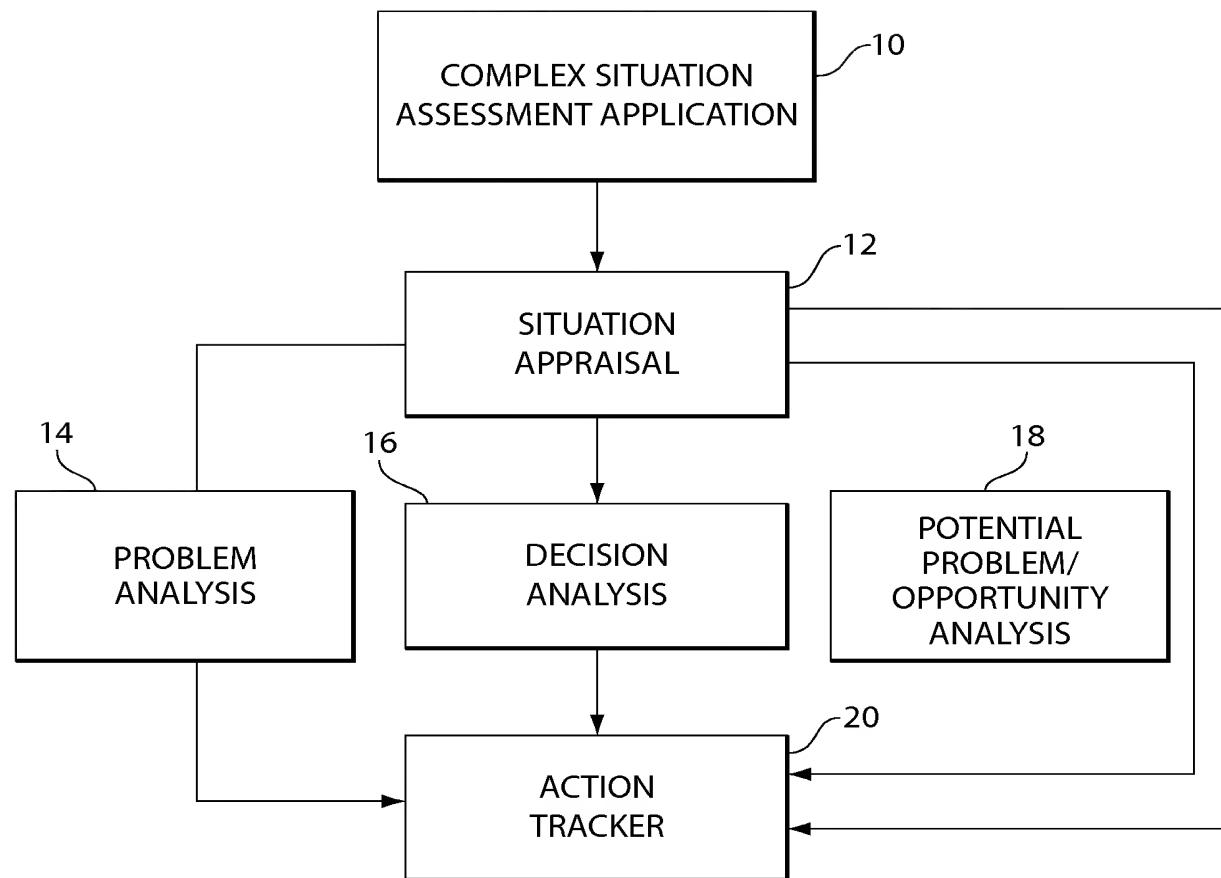


Fig. 1

Replacement Sheet

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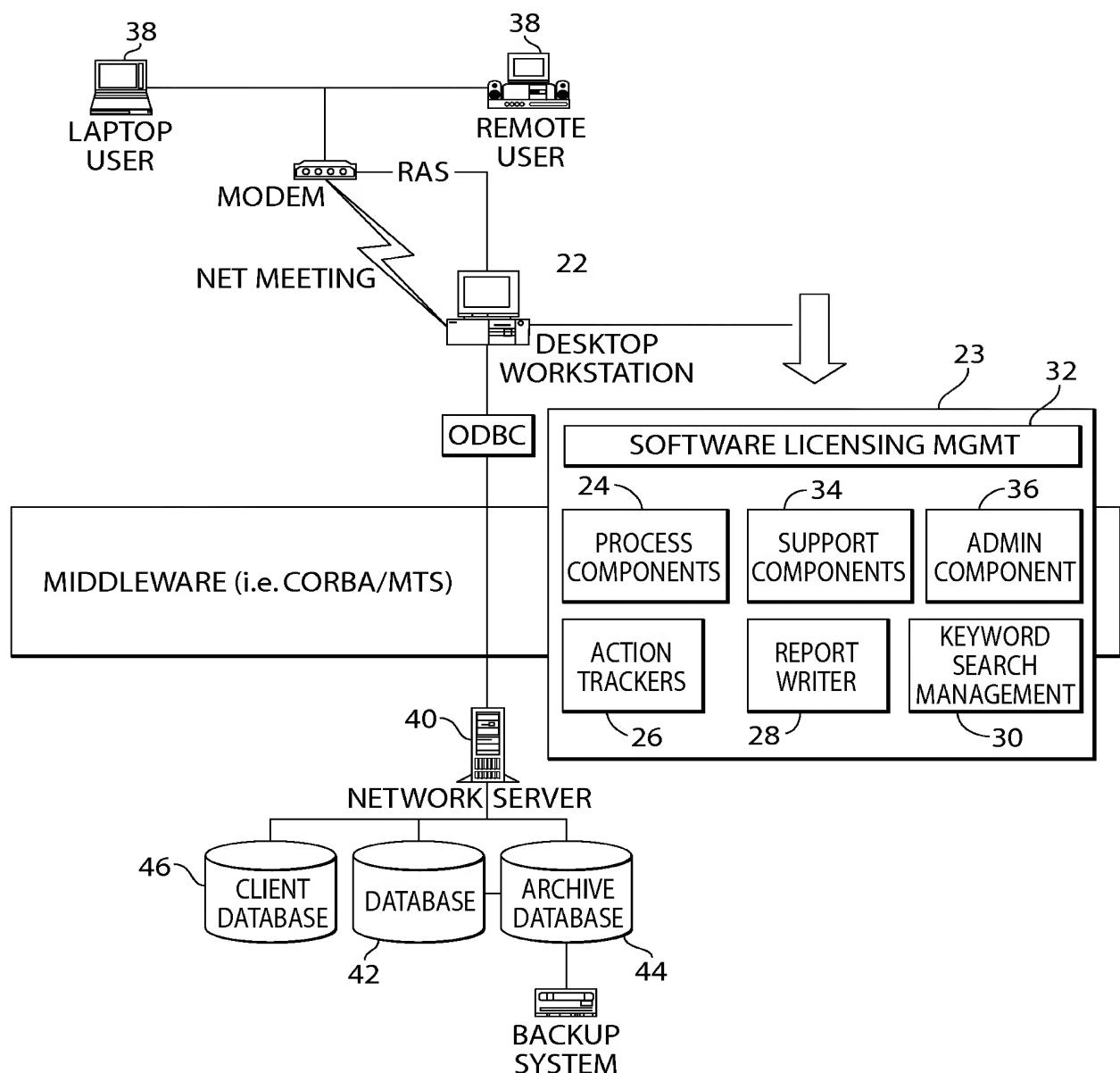


Fig. 2

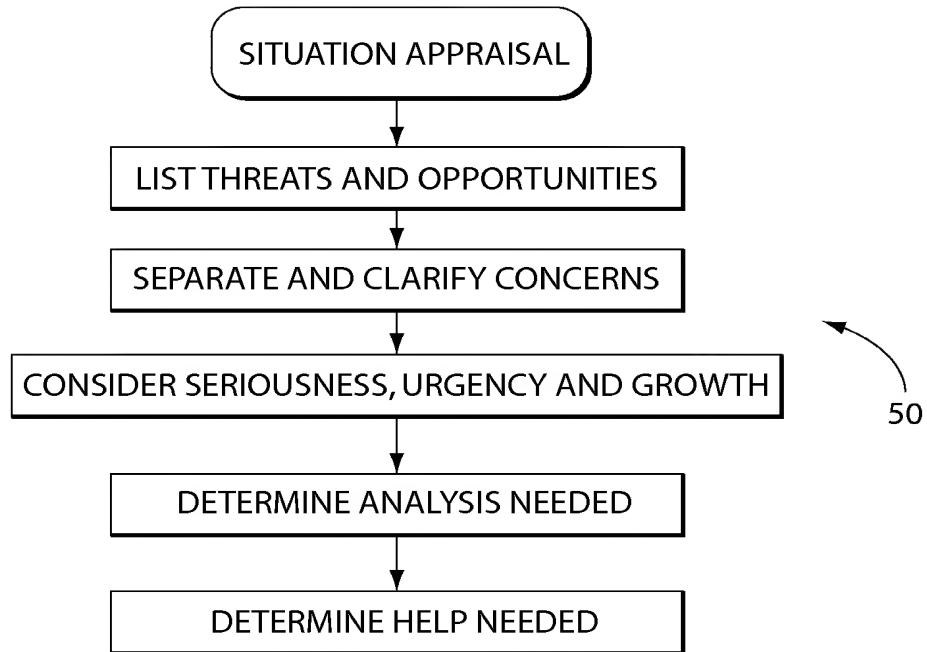


Fig. 3

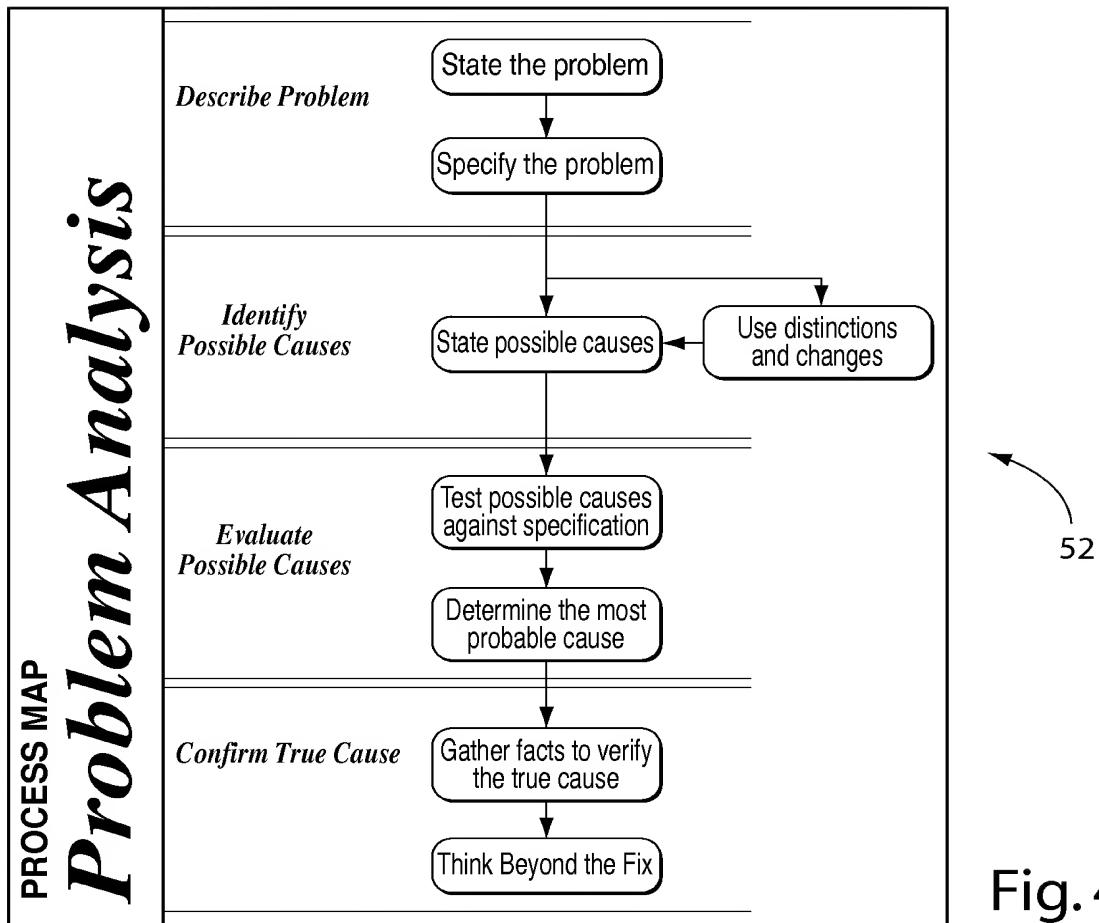


Fig. 4

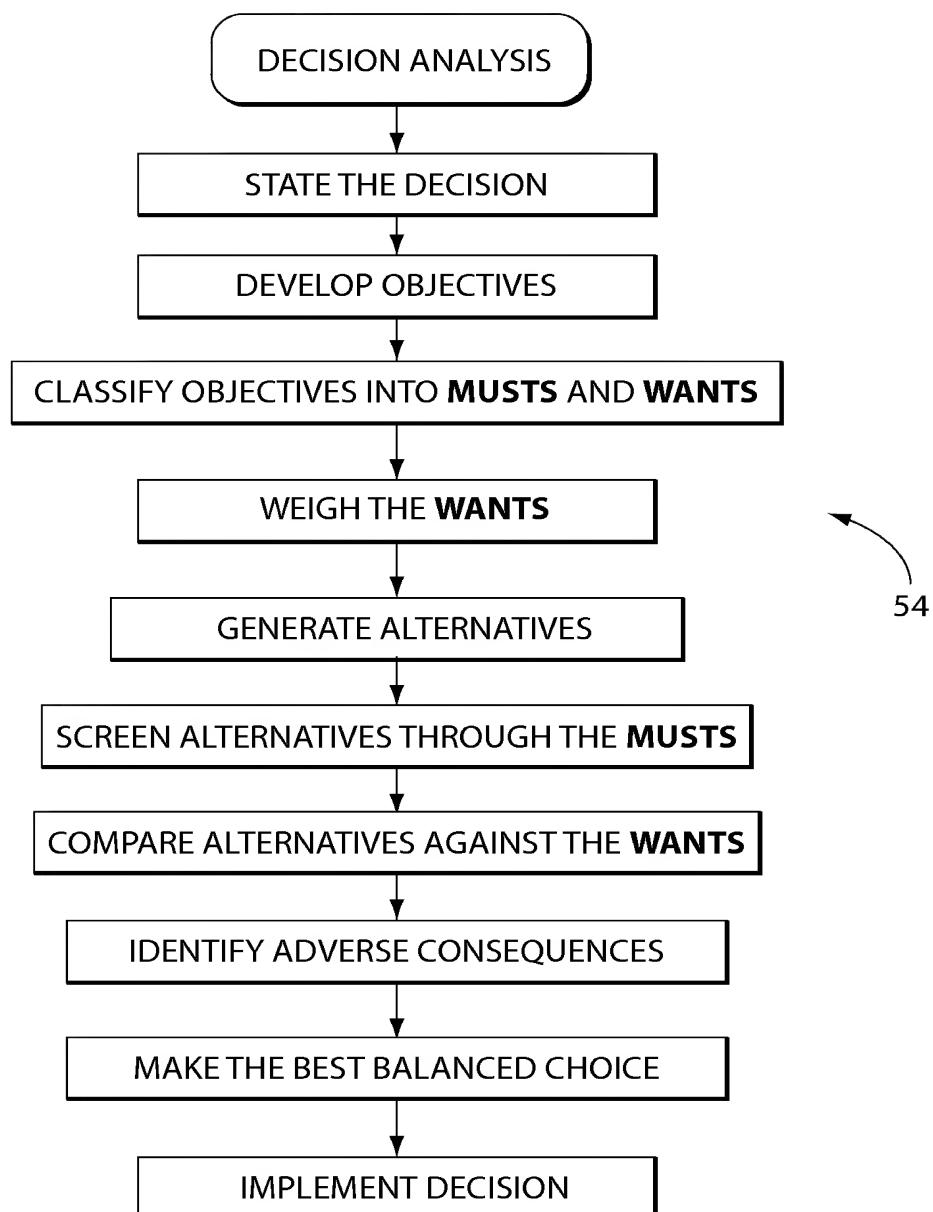


Fig.5

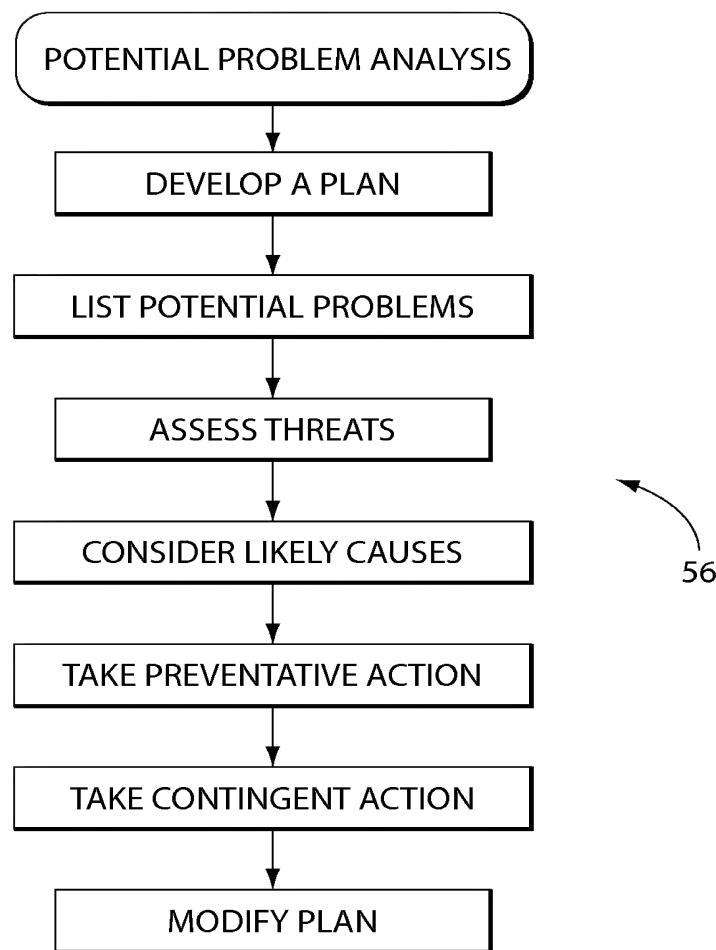


Fig.6

Replacement Sheet

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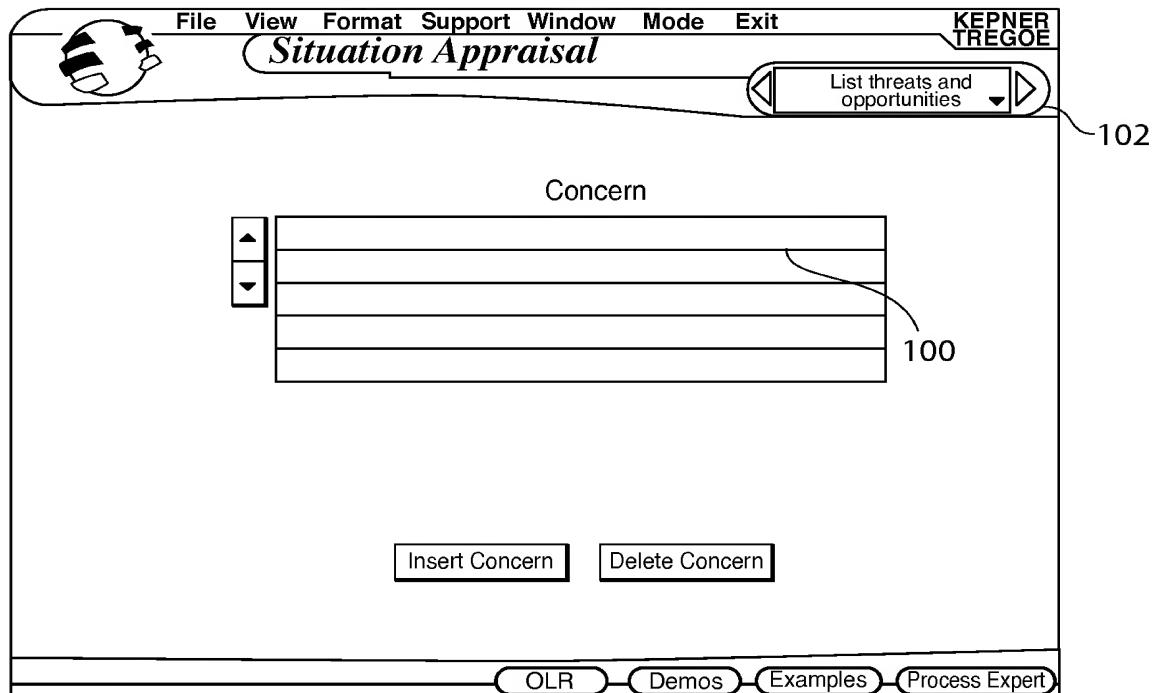


Fig. 7

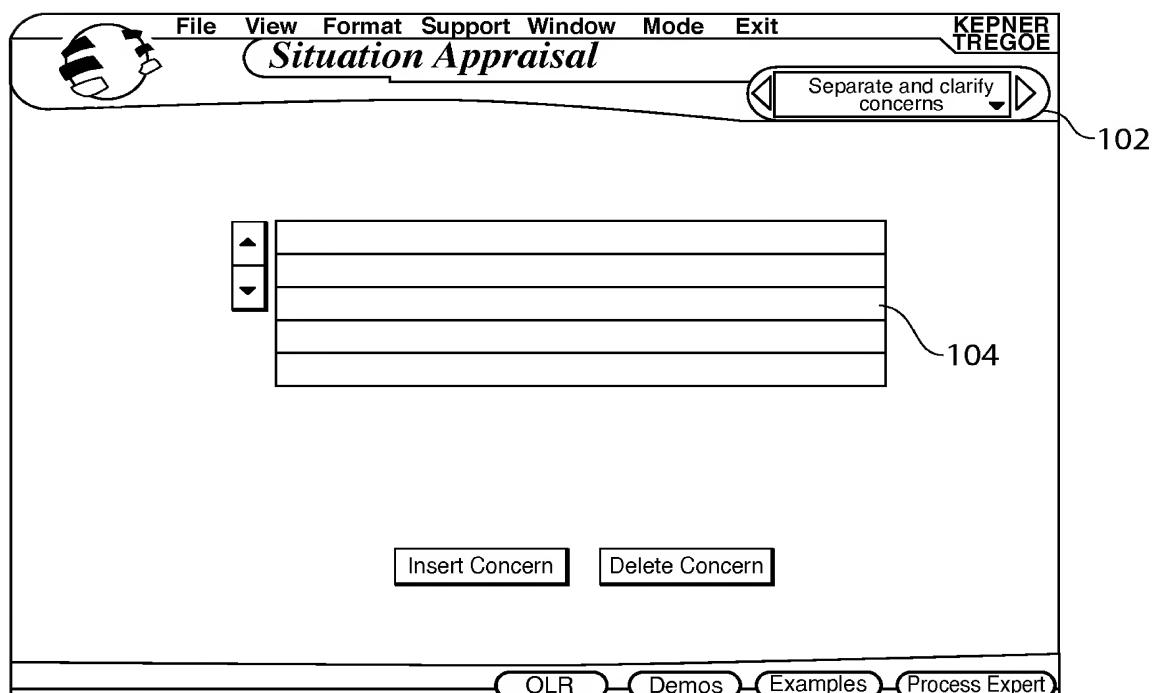


Fig. 8

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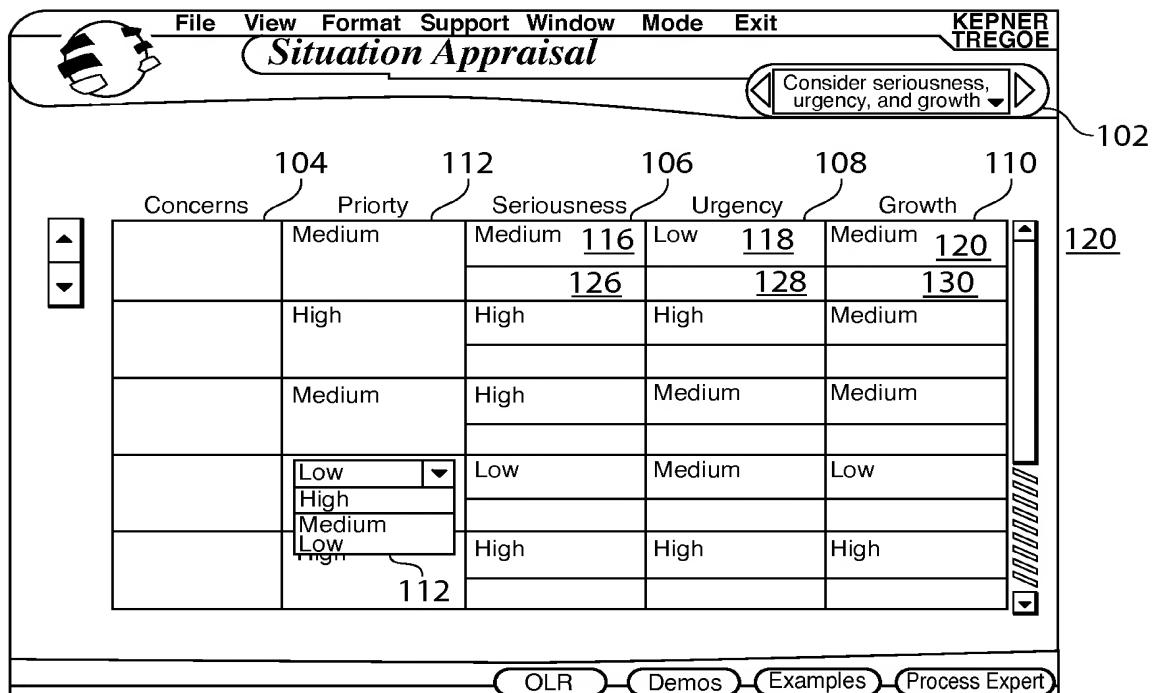


Fig. 9

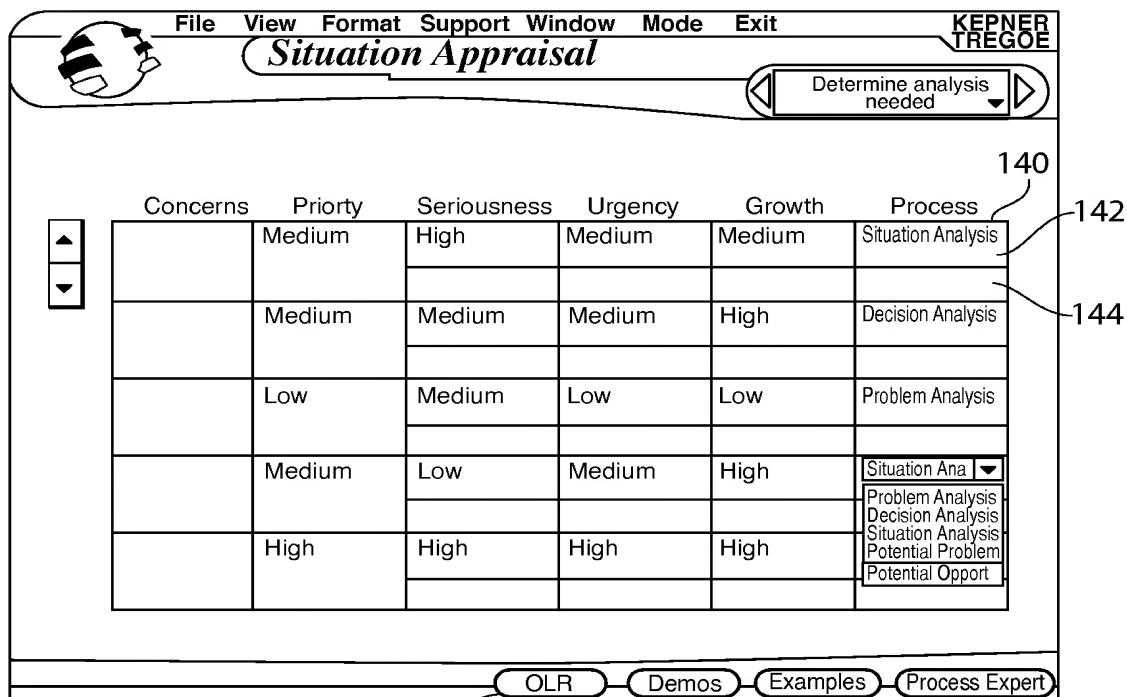


Fig. 10

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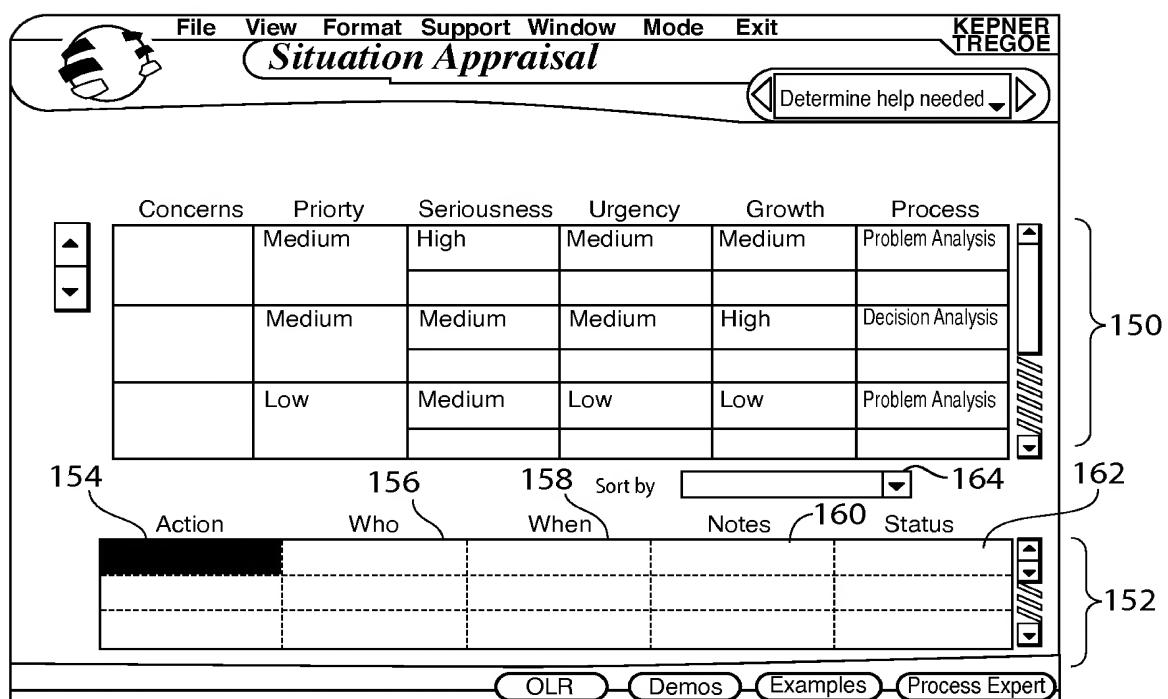


Fig. 11

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What should be happening?

What is actually happening?

Is the cause known? Yes No

What tells you the cause is unknown?

What is the Object?

What is the Deviation

OLR Demos Examples Process Expert

Fig. 12

Object

Deviation

Is

What object?

What deviation?

Where geographically?

Where on the object?

When first?

When since?

When in the life cycle?

How many objects?

What is the size?

222

214

212

216 220 218

Spec Problem OLR Demos Examples Process Expert

Fig. 13

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File View Format Support Window Mode Exit **KEPNER TREGOE**

Problem Analysis

Object Deviation

Problem: []

	Is	Is Not	Distinction	Change
What object?				
What deviation?				
Where geographically?				
Where on the object?				
When first?				
When since?				
When in the life cycle?				

Collapse **Insert Is/Is Not** **Insert Distinction** **Insert Change**

OLR Demos Examples Process Expert

214 } 212 } 216 218 224 226 } 230 } 228 }

Fig. 14

File View Format Support Window Mode Exit **KEPNER TREGOE**

Problem Analysis

Object Deviation

Problem: []

	Distinction	Change
What object?		

Collapse **Insert Distinction** **Insert Change**

Possible Cause

Insert Possible Cause

OLR Demos Examples Process Expert

234 } 232 } 234 }

Fig. 15

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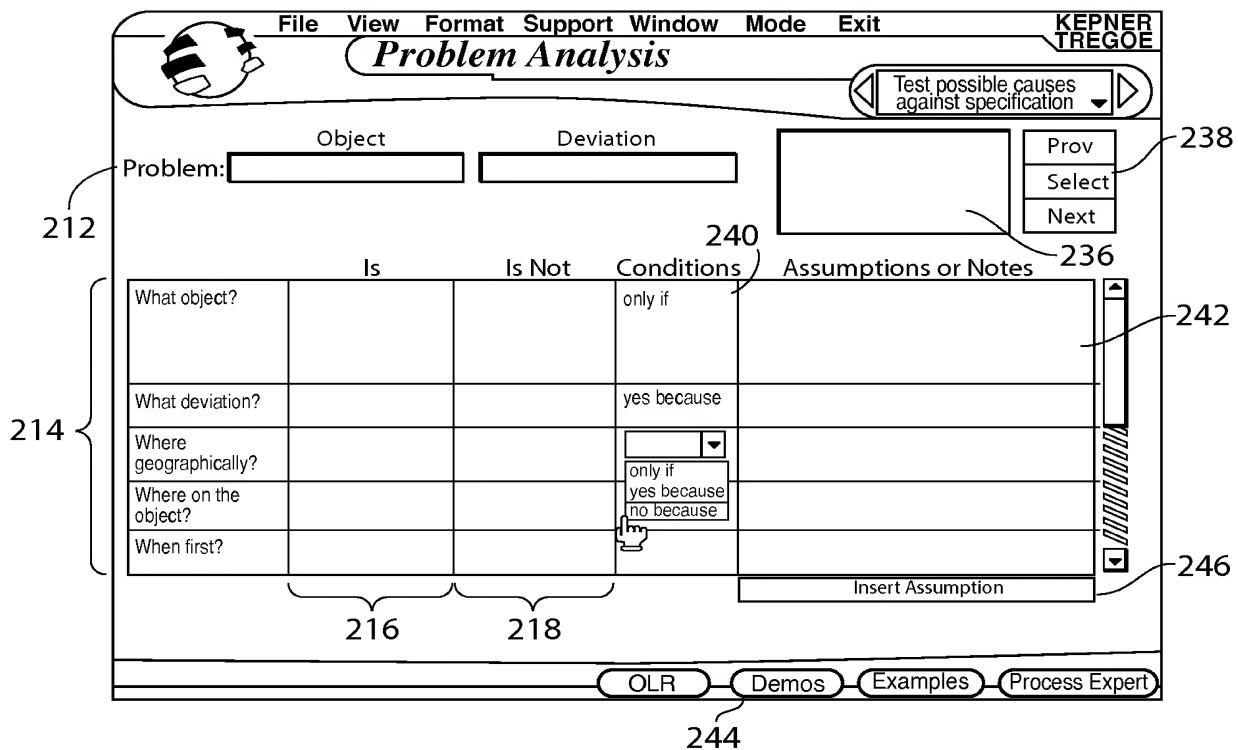


Fig. 16

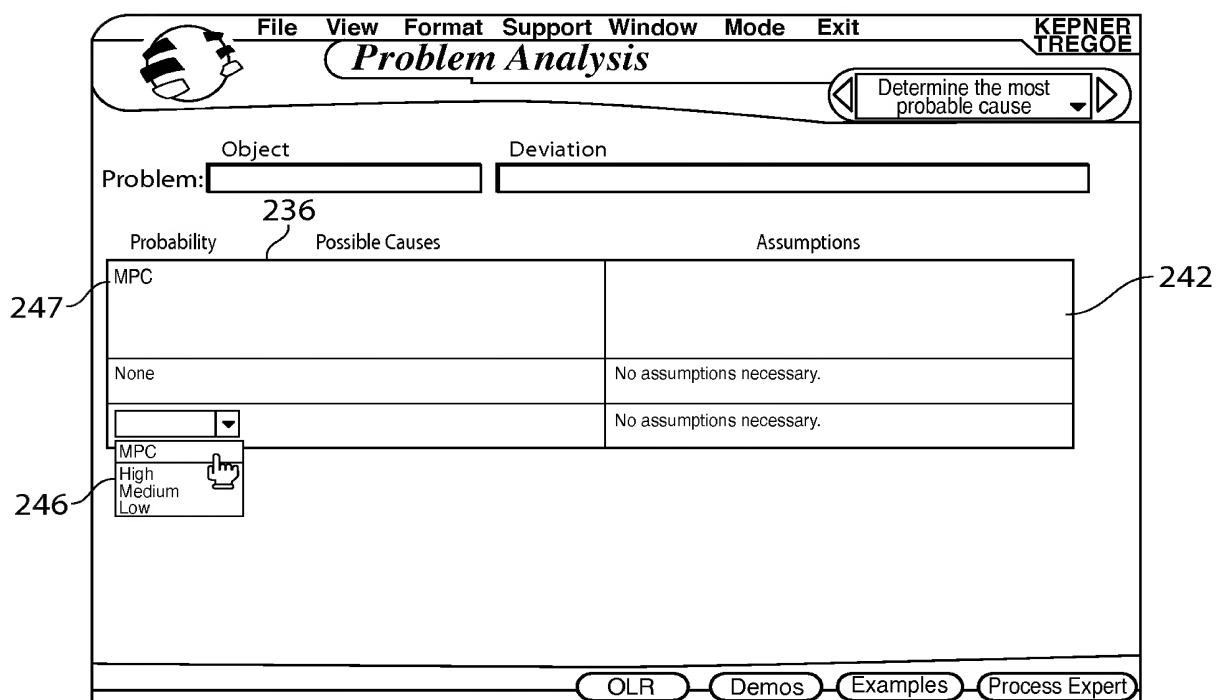


Fig. 17

Replacement Sheet

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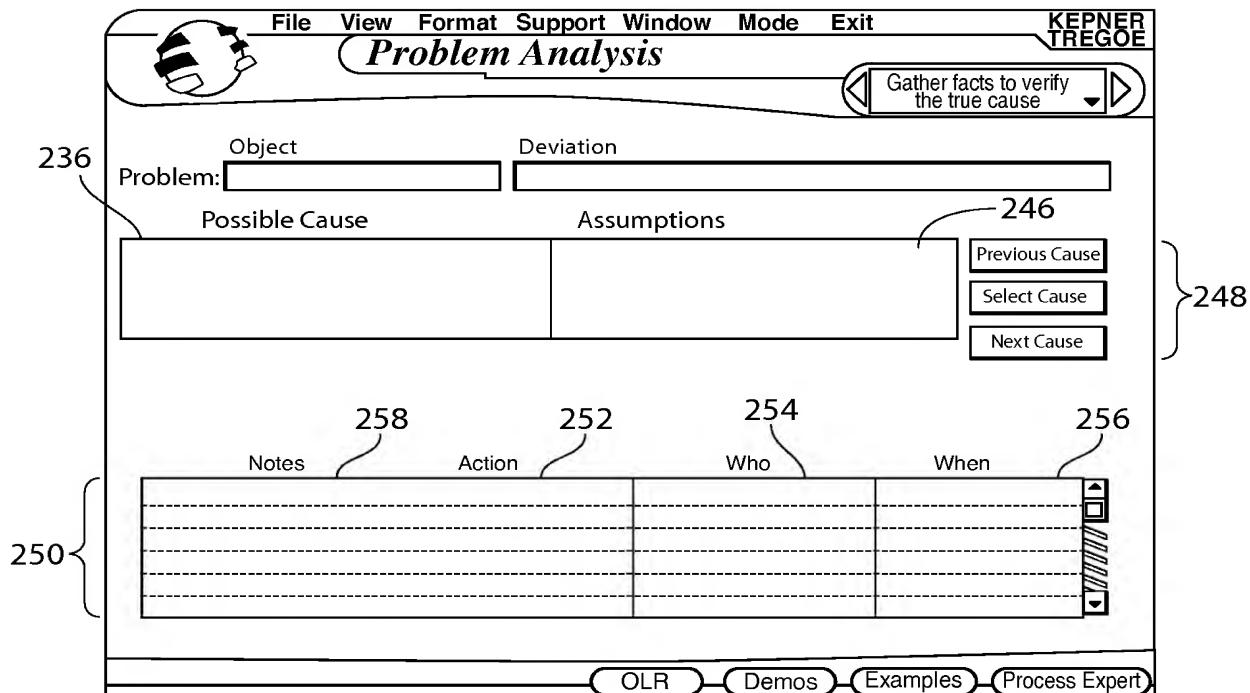


Fig. 18

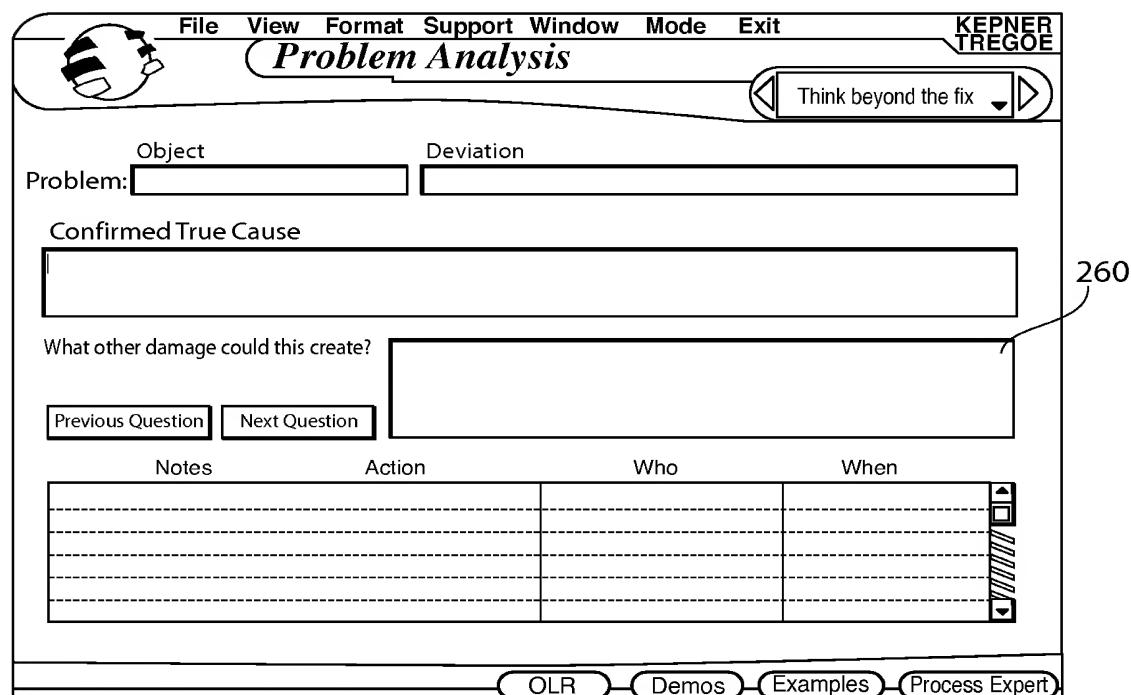


Fig. 19

Replacement Sheet

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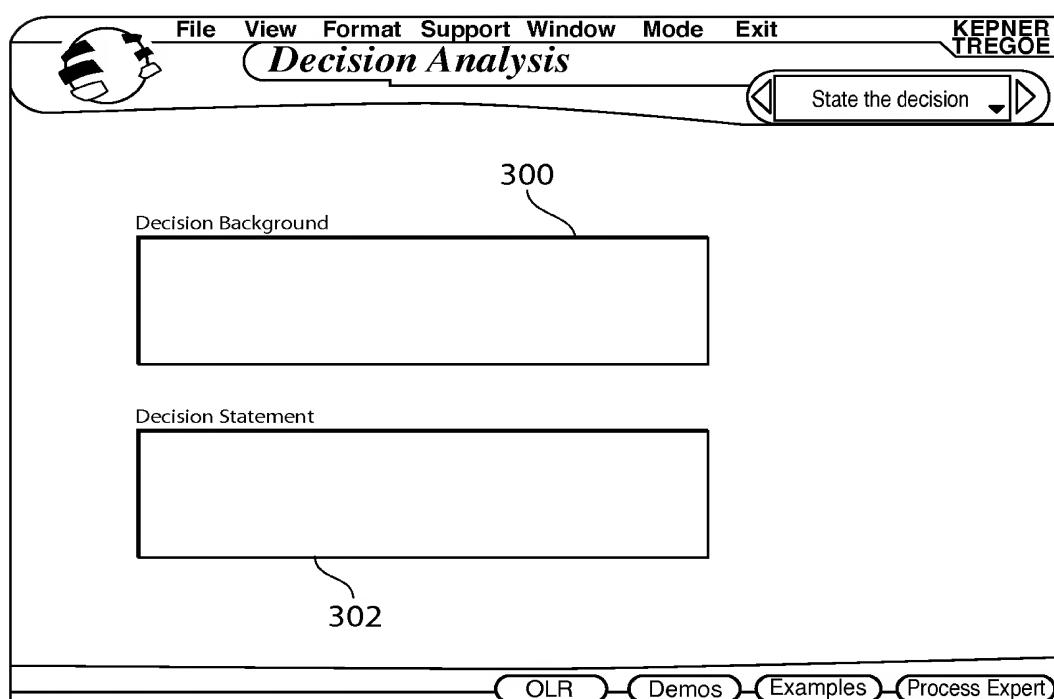
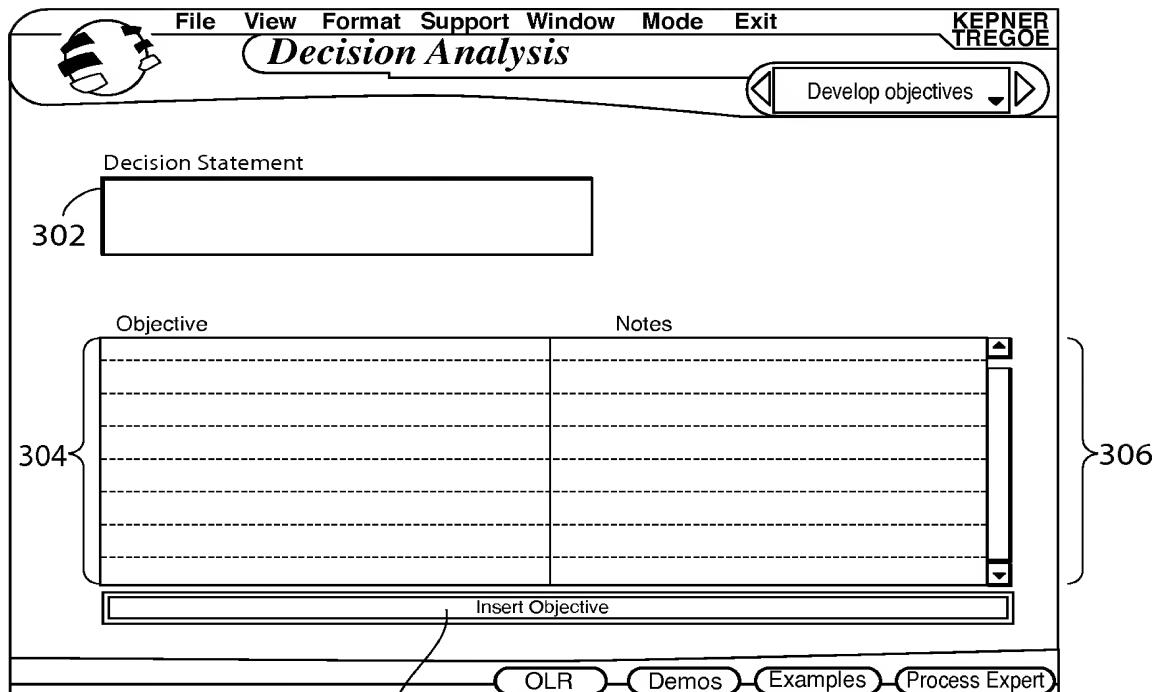


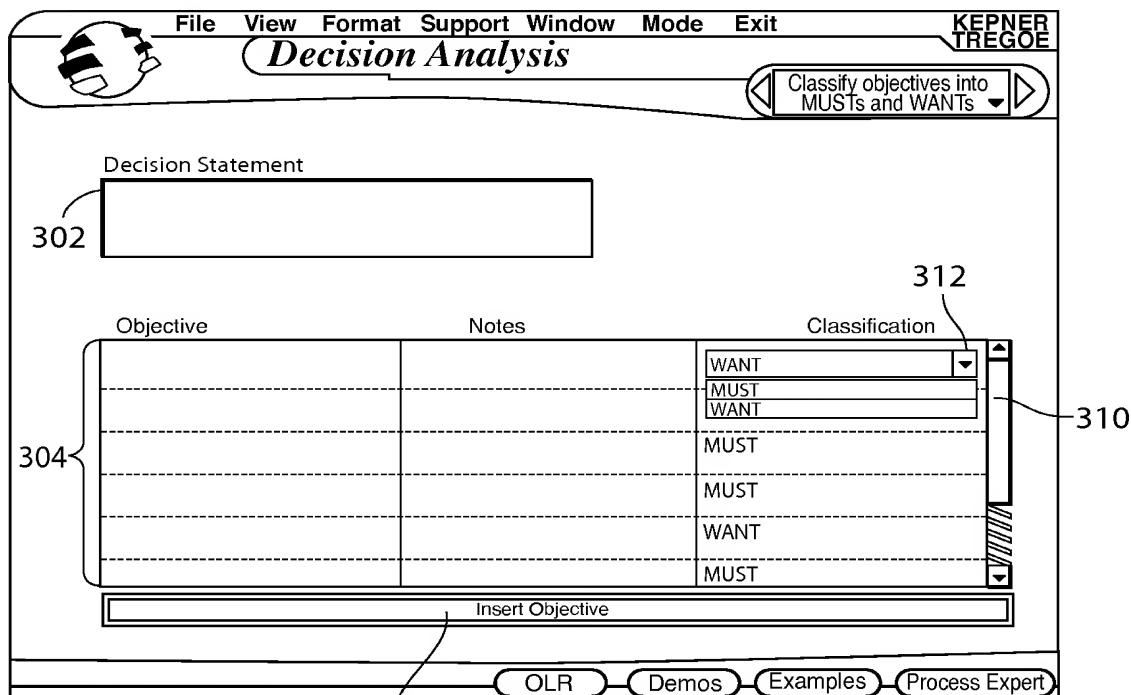
Fig. 20

Replacement Sheet

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308 Fig. 21



308 Fig. 22

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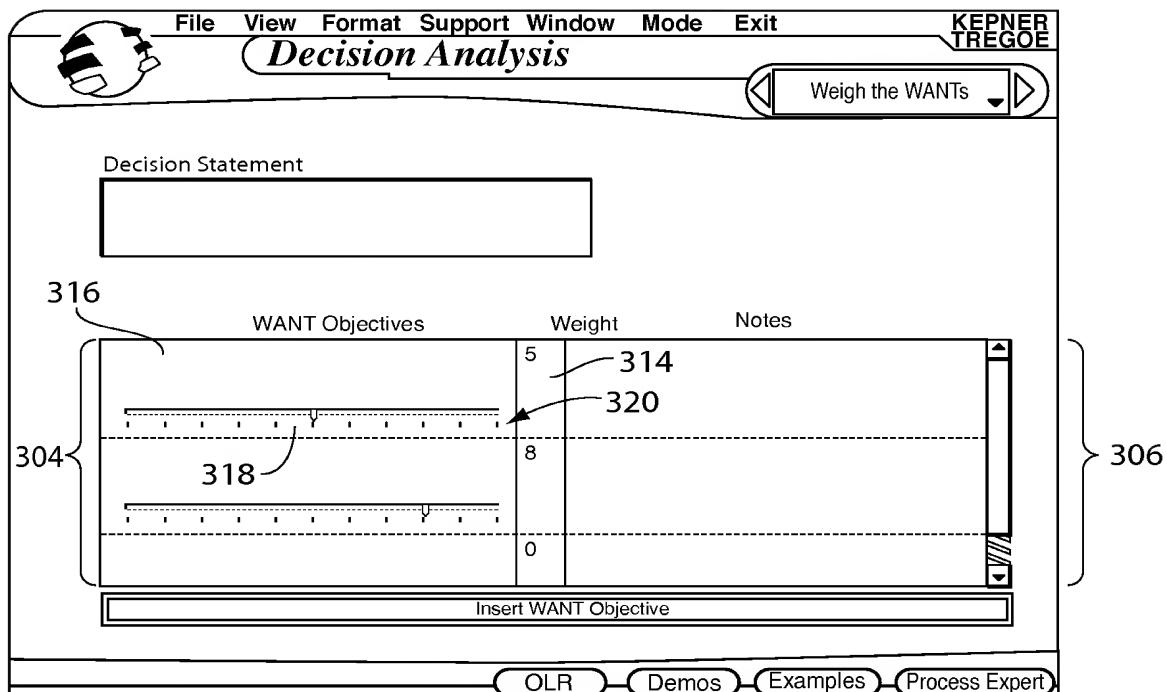


Fig. 23

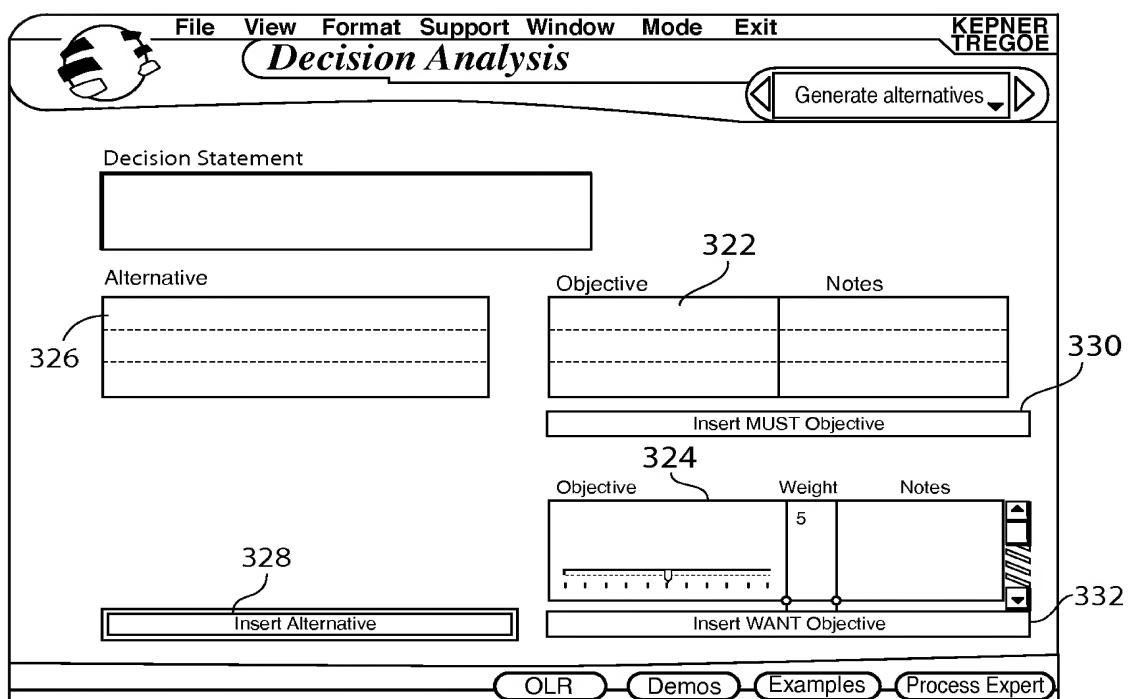


Fig. 24

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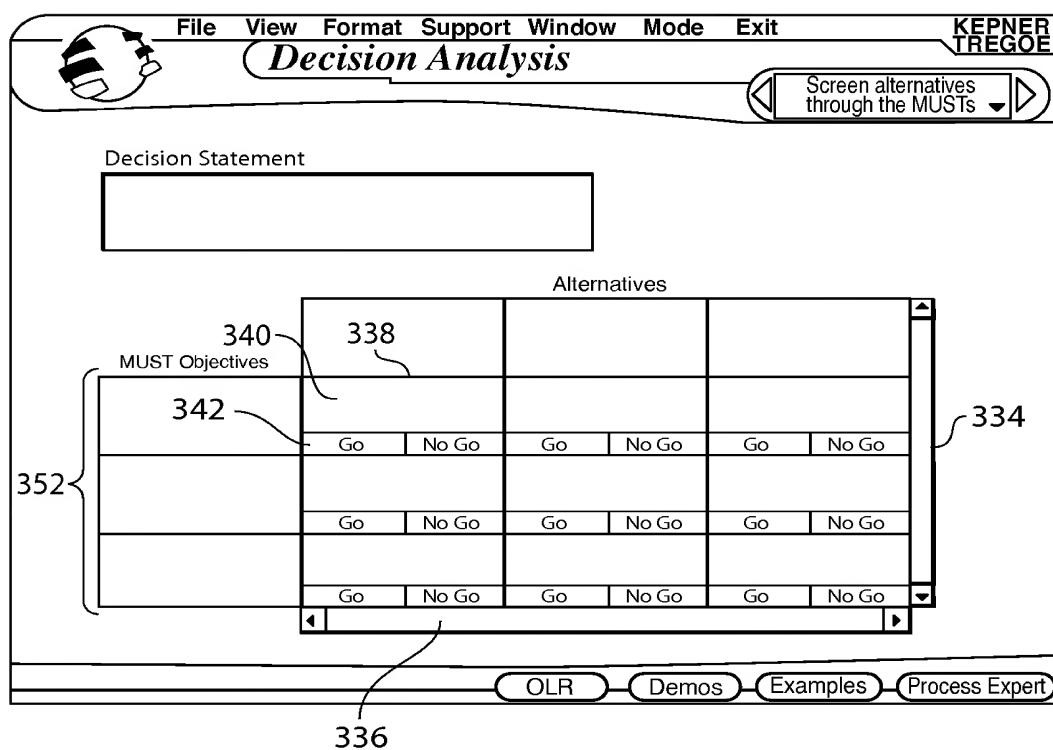


Fig. 25

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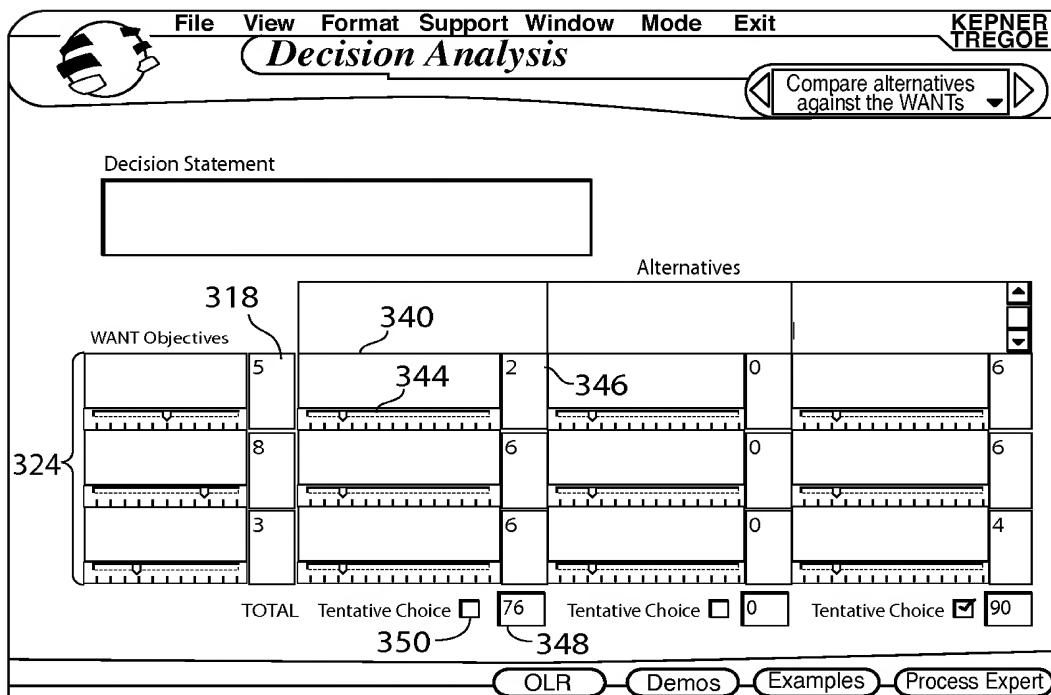


Fig. 26

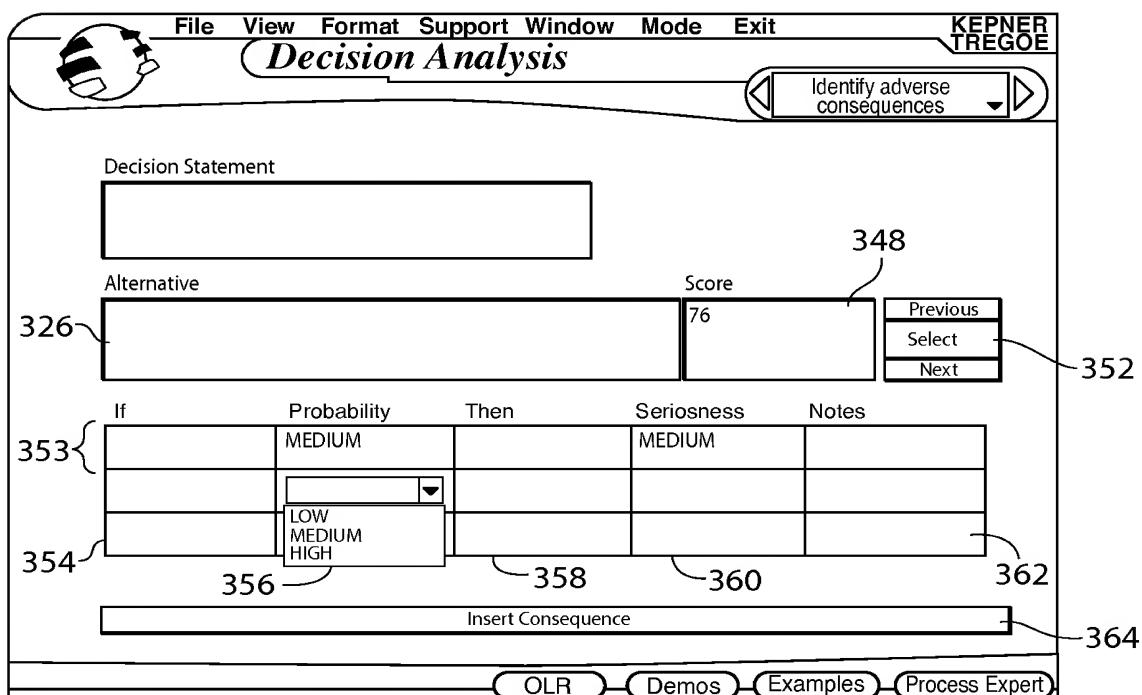


Fig. 27

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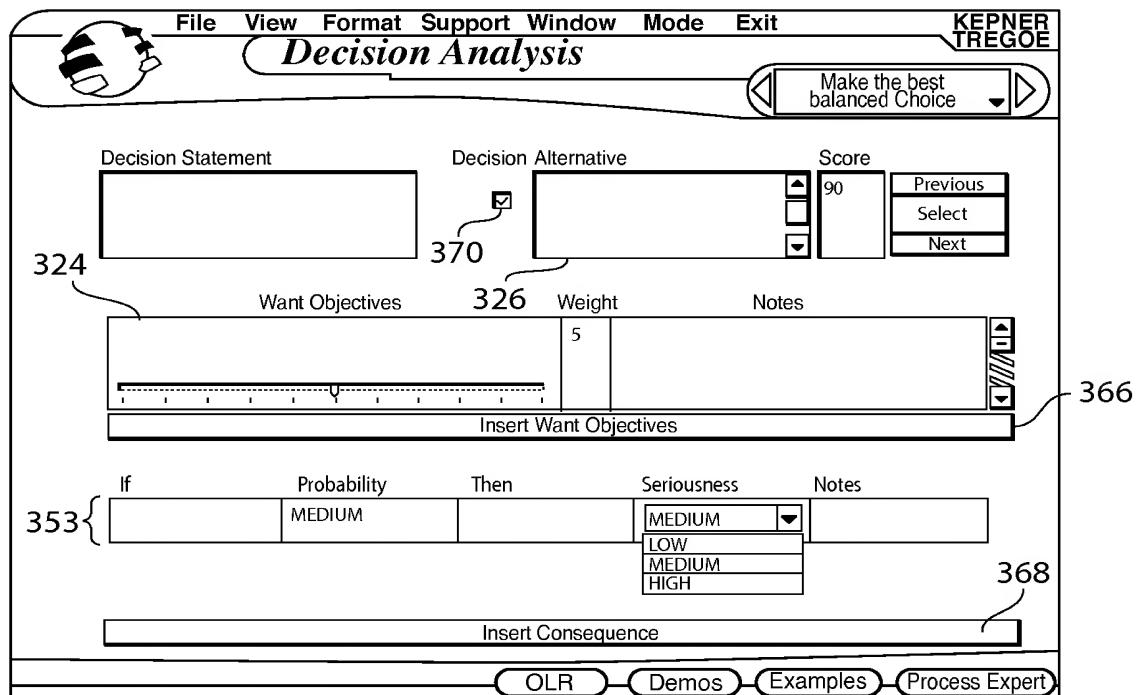


Fig. 28

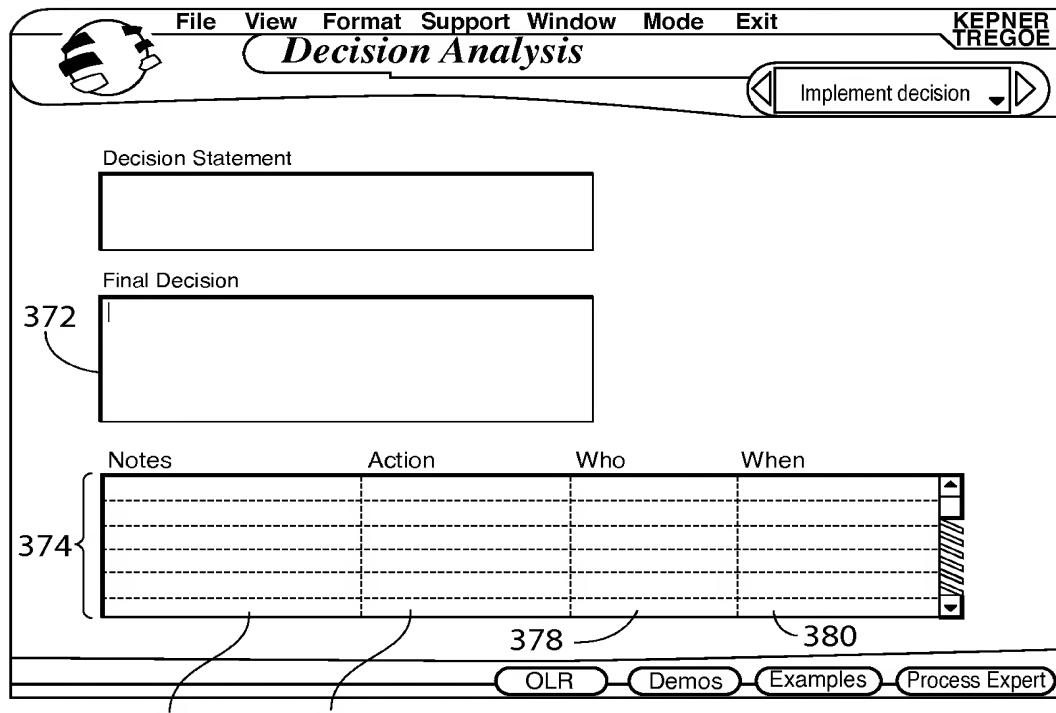


Fig. 29

Replacement Sheet

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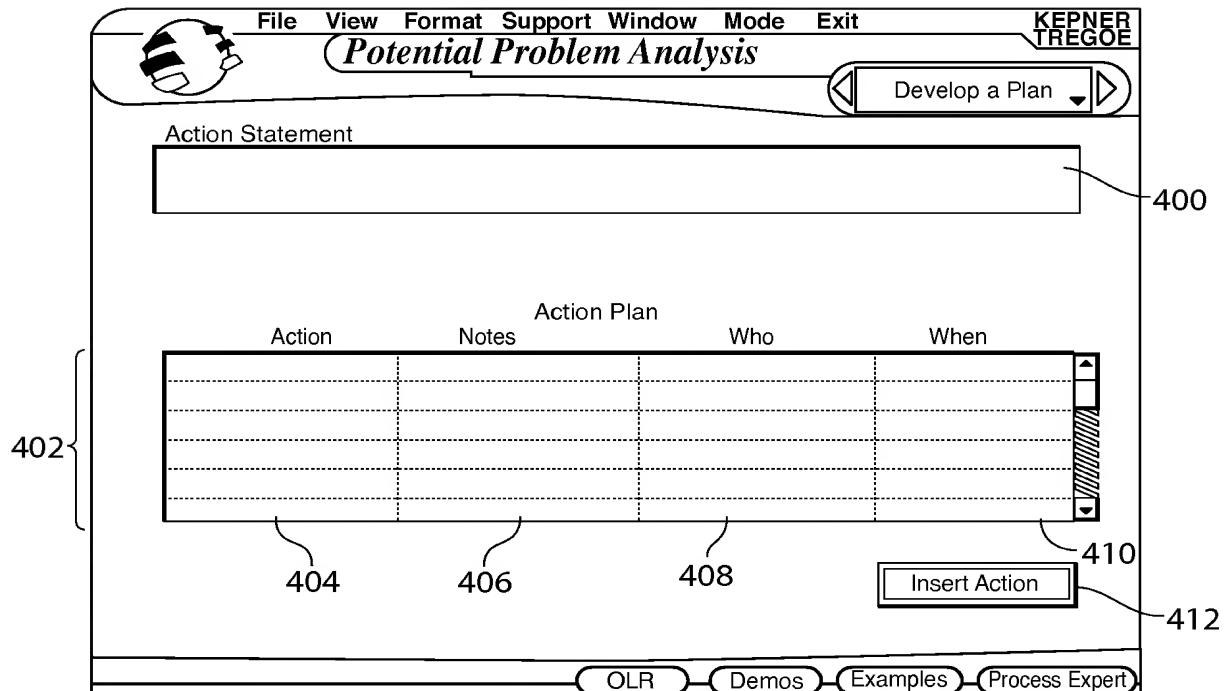


Fig. 30

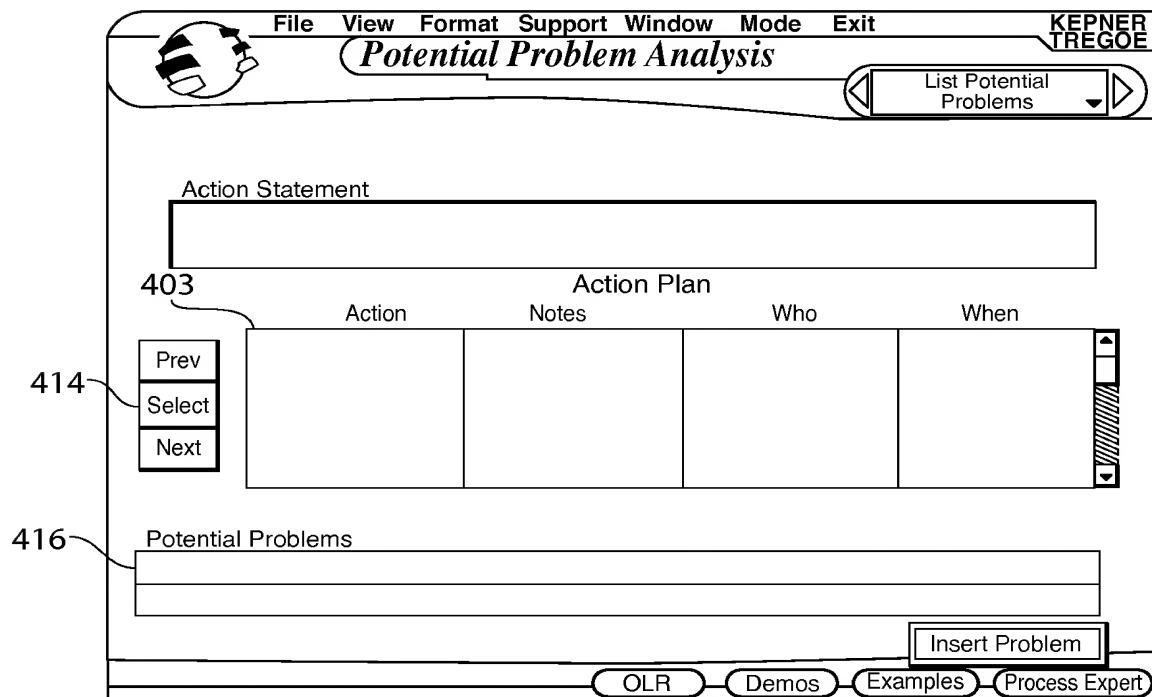


Fig. 31

Replacement Sheet

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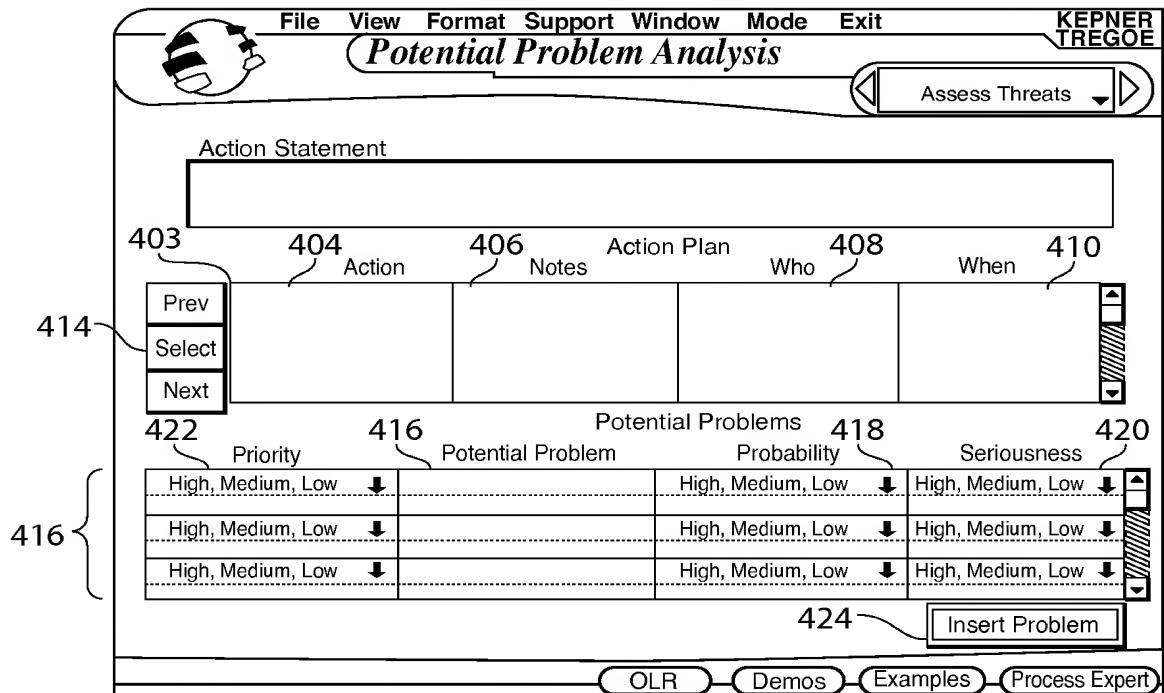


Fig. 32

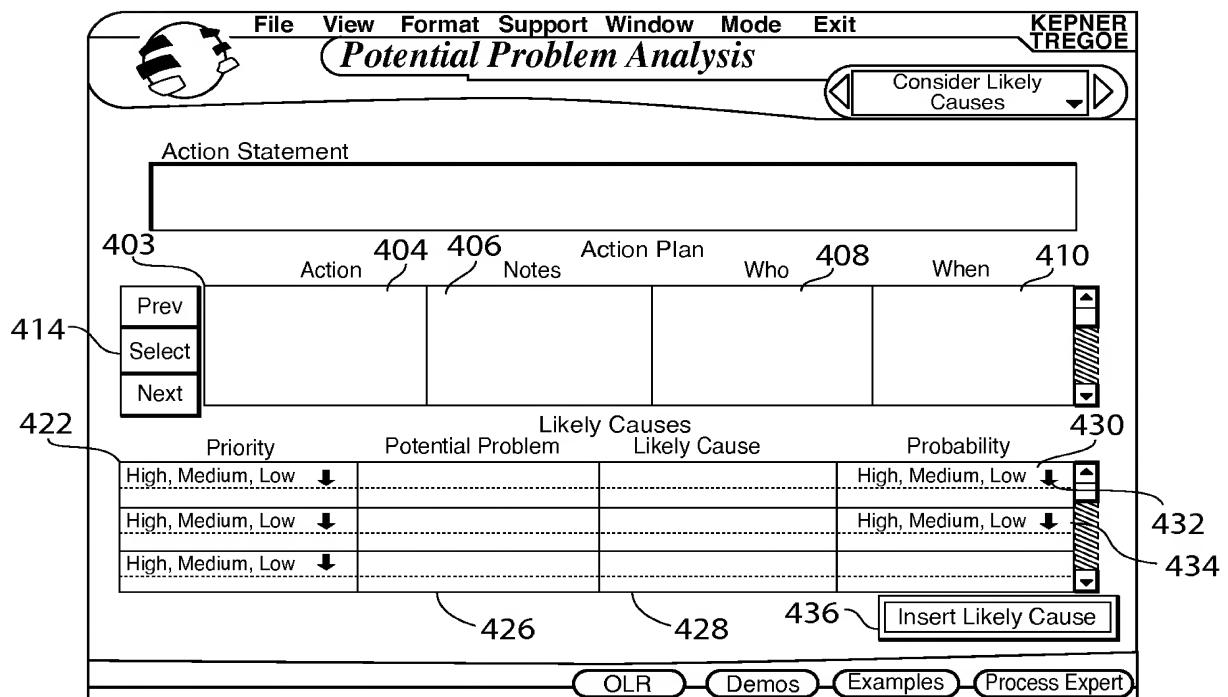


Fig. 33

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The screenshot shows the 'Potential Problem Analysis' software interface. The menu bar includes File, View, Format, Support, Window, Mode, and Exit. The title bar says 'Potential Problem Analysis' and 'KEPNER TREGOE'. A toolbar on the right has a button for 'Taking Preventative Action'. The main area has a 'Action Statement' input field. Below it is a table with columns: Action, Notes, Action Plan, Who, and When. On the left of this table is a vertical stack of buttons: 'Prev', 'Select', and 'Next'. To the right of the table are scroll bars. Below the table is a section for 'Preventative Actions' with columns: Priority, Potential Problem, Likely Cause, and Preventative Action. A scroll bar is on the right. At the bottom are buttons for 'Insert Likely Cause' and 'Insert Preventative Action', and a row of buttons for OLR, Demos, Examples, and Process Expert.

Fig.34

The screenshot shows the 'Potential Problem Analysis' software interface for 'Taking Contingent Action'. The menu bar, title bar, and toolbar are identical to Fig.34. The main area has a 'Action Statement' input field. Below it is a table for 'Action Plan' with columns: Action, Notes, Who, and When. On the left of this table is a vertical stack of buttons: 'Prev', 'Select', and 'Next'. To the right of the table are scroll bars. Below the table is a section for 'Contingent Actions' with columns: Priority, Potential Problem, Contingent Action, and Trigger. A scroll bar is on the right. A callout '439' points to the 'Contingent Action' column. A callout '440' points to the 'Trigger' column. At the bottom are buttons for 'Insert Contingent Action' and 'Insert Trigger', and a row of buttons for OLR, Demos, Examples, and Process Expert.

Fig.35

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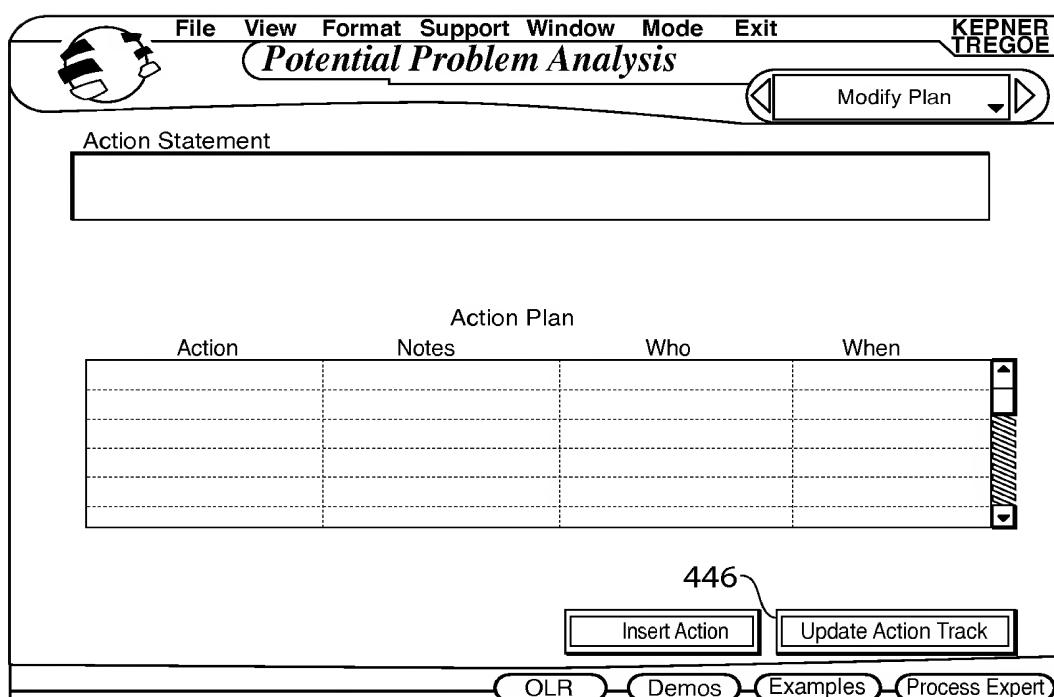


Fig. 36

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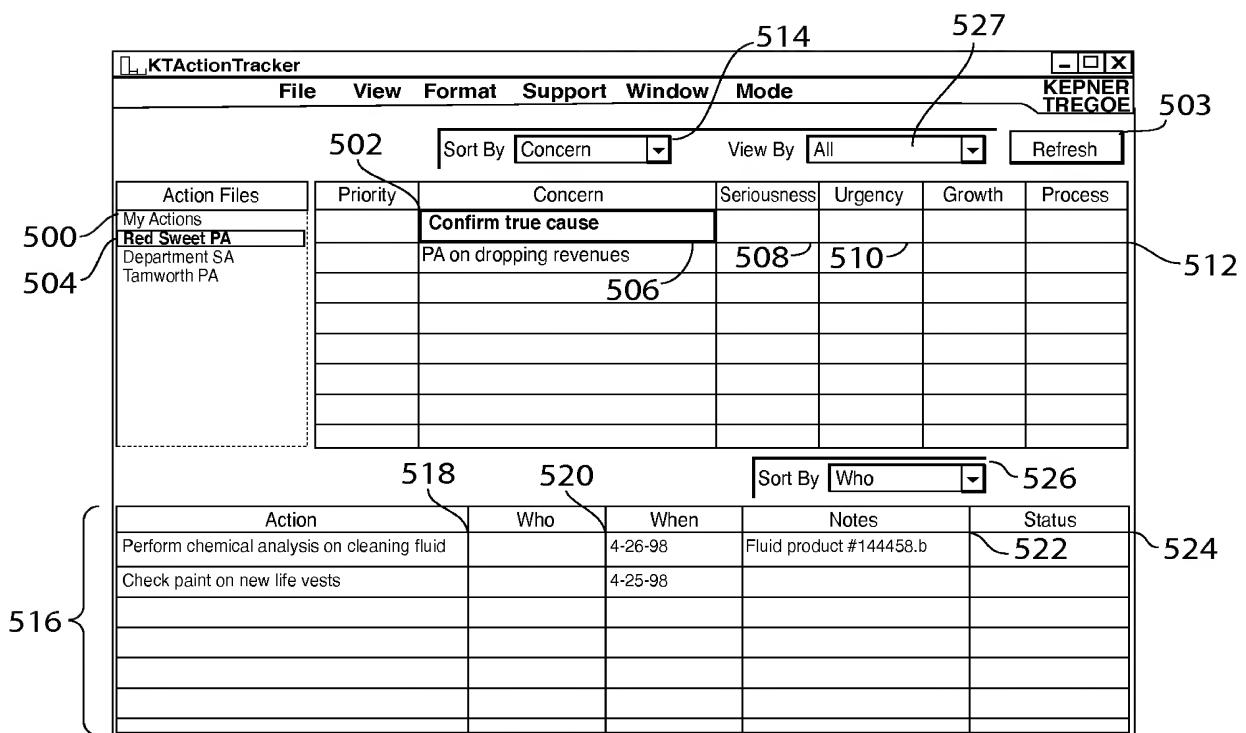


Fig. 37

Replacement Sheet

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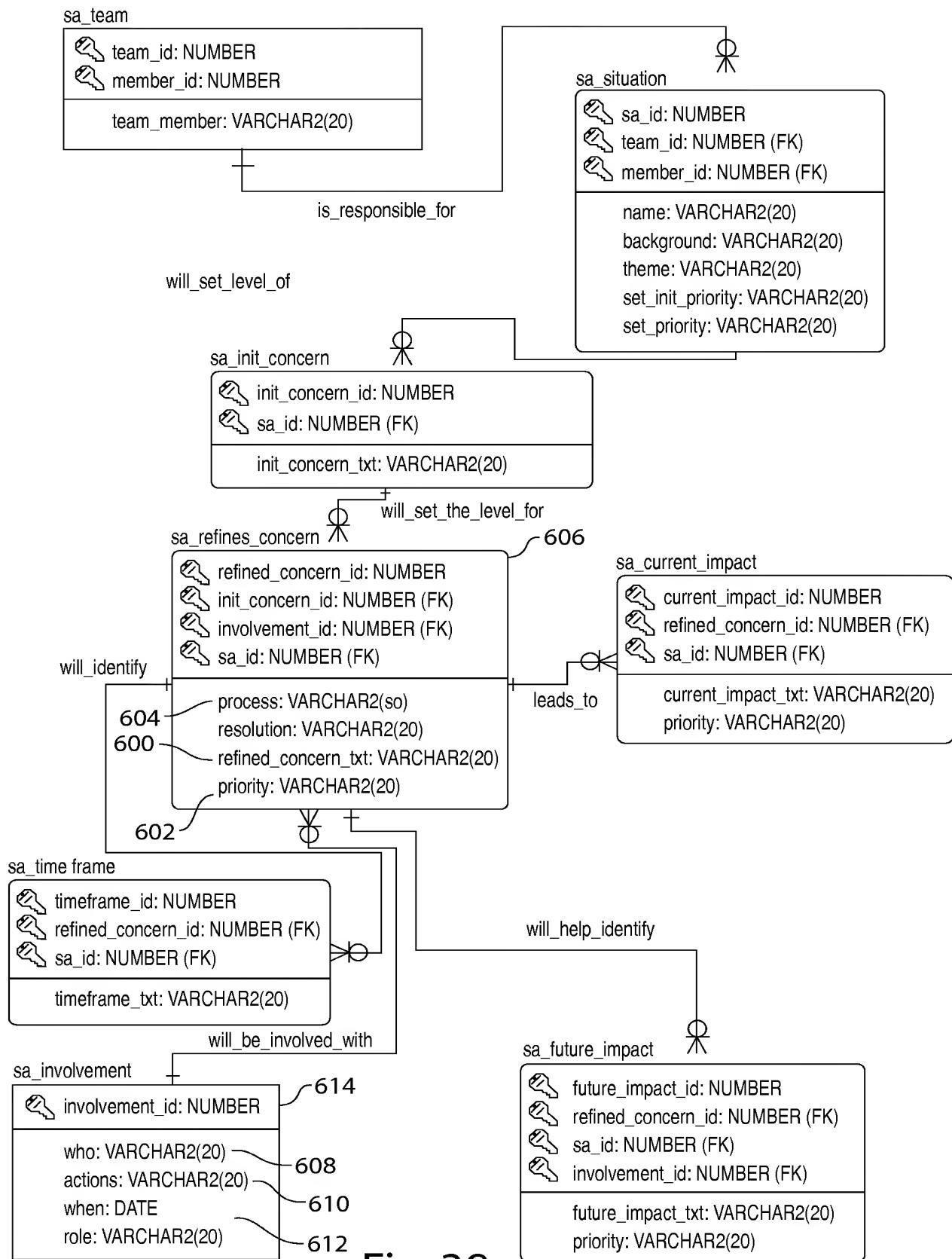


Fig. 38

Replacement Sheet

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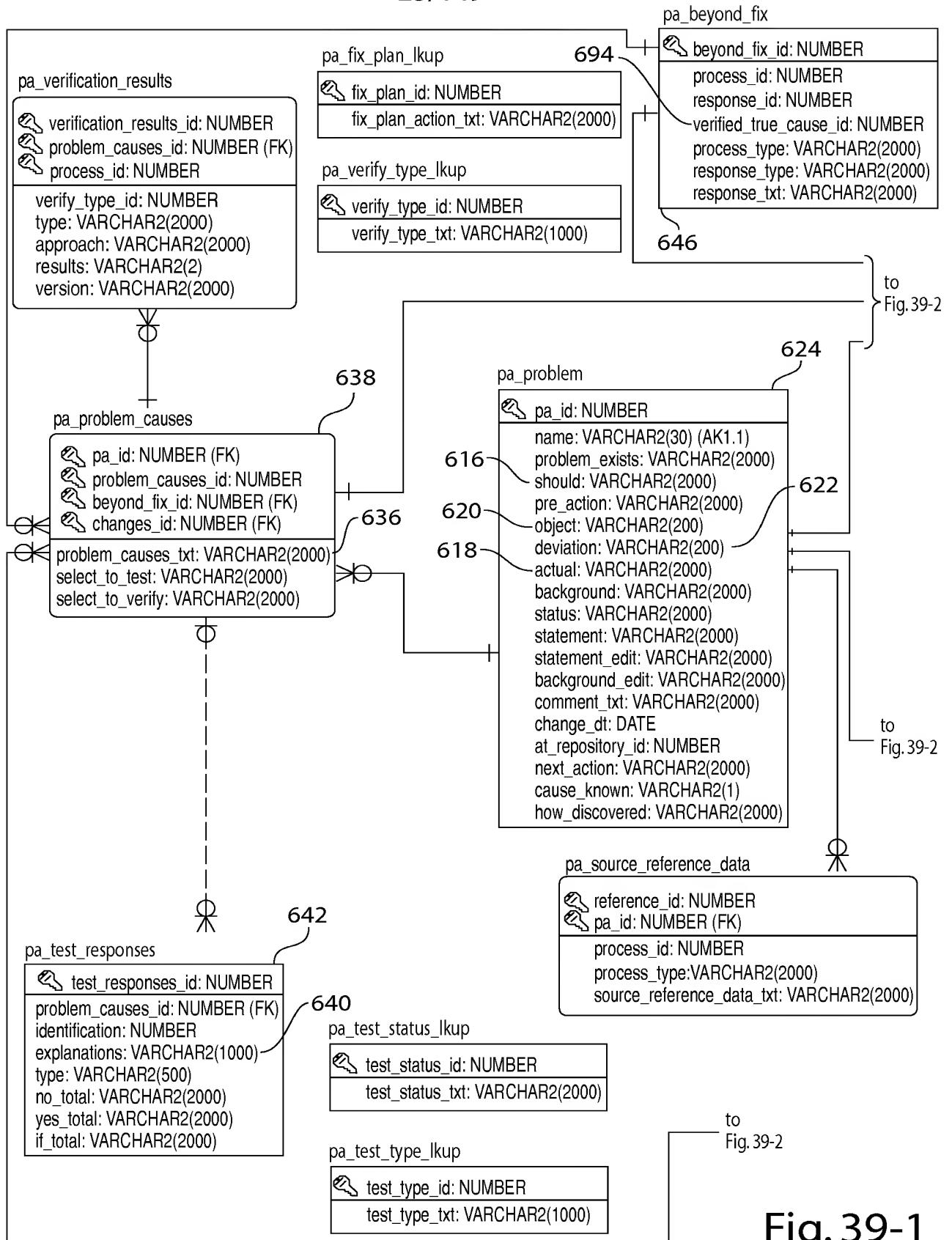


Fig. 39-1

Replacement Sheet

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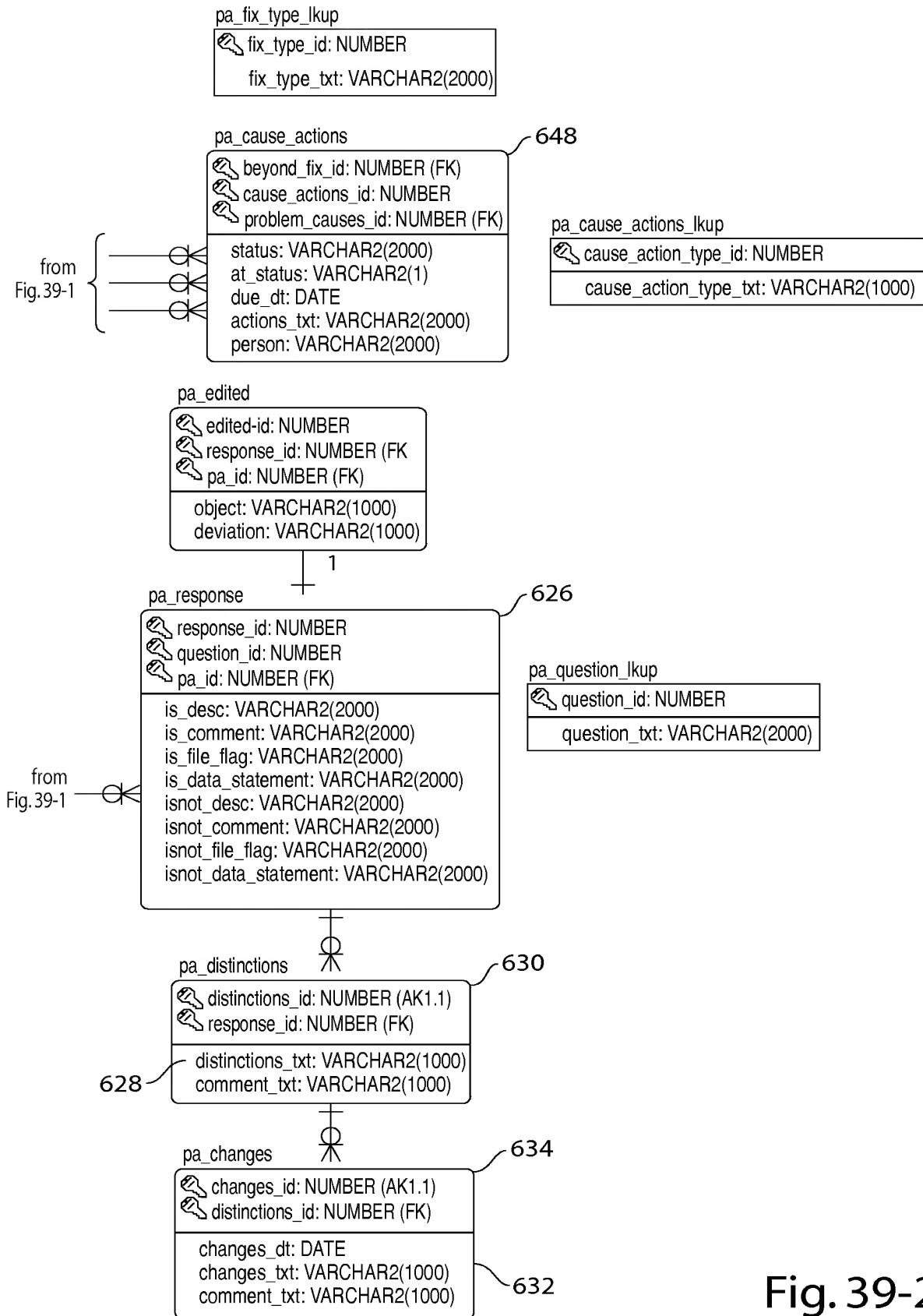


Fig. 39-2

Replacement Sheet

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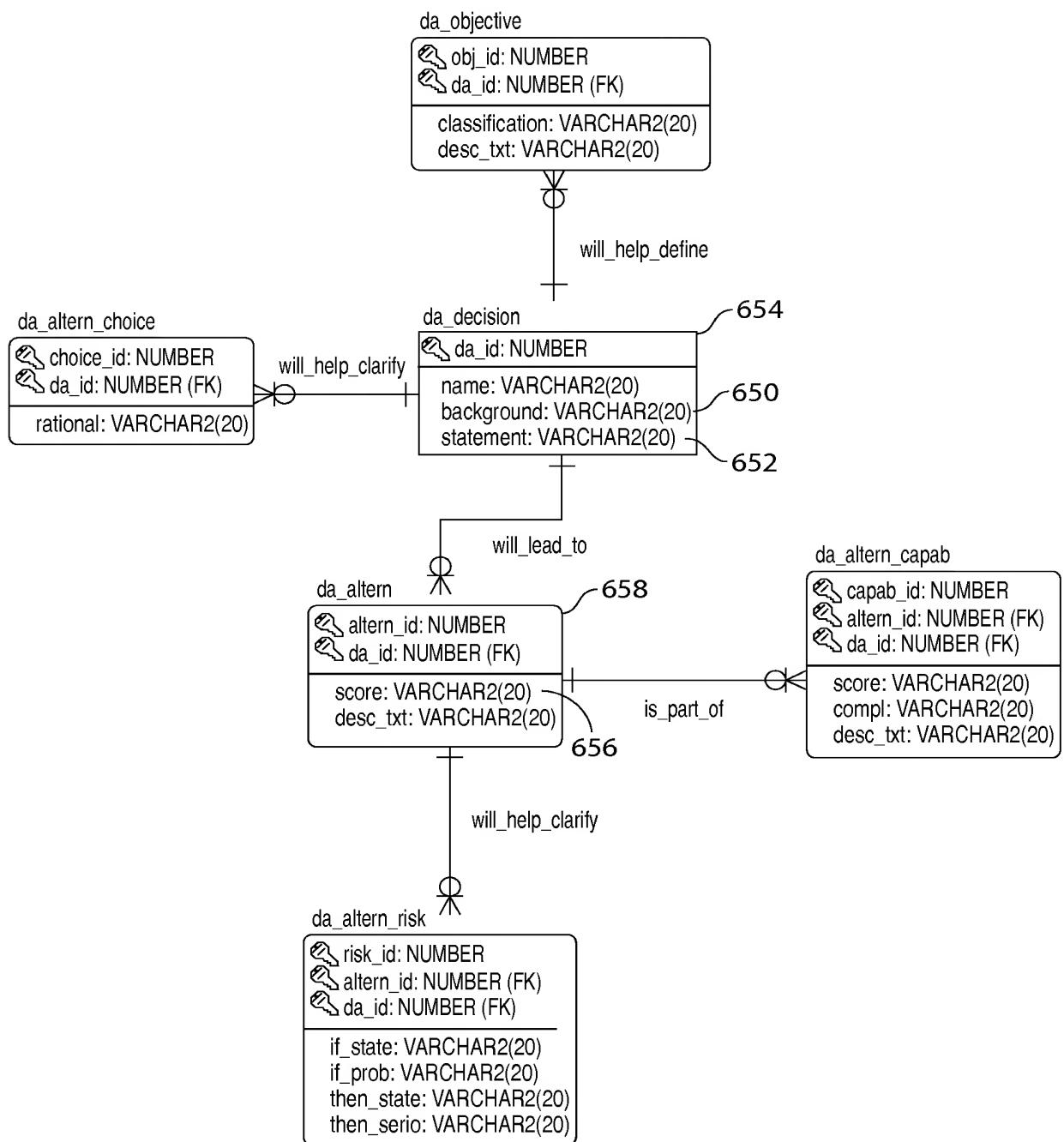


Fig. 40

Replacement Sheet

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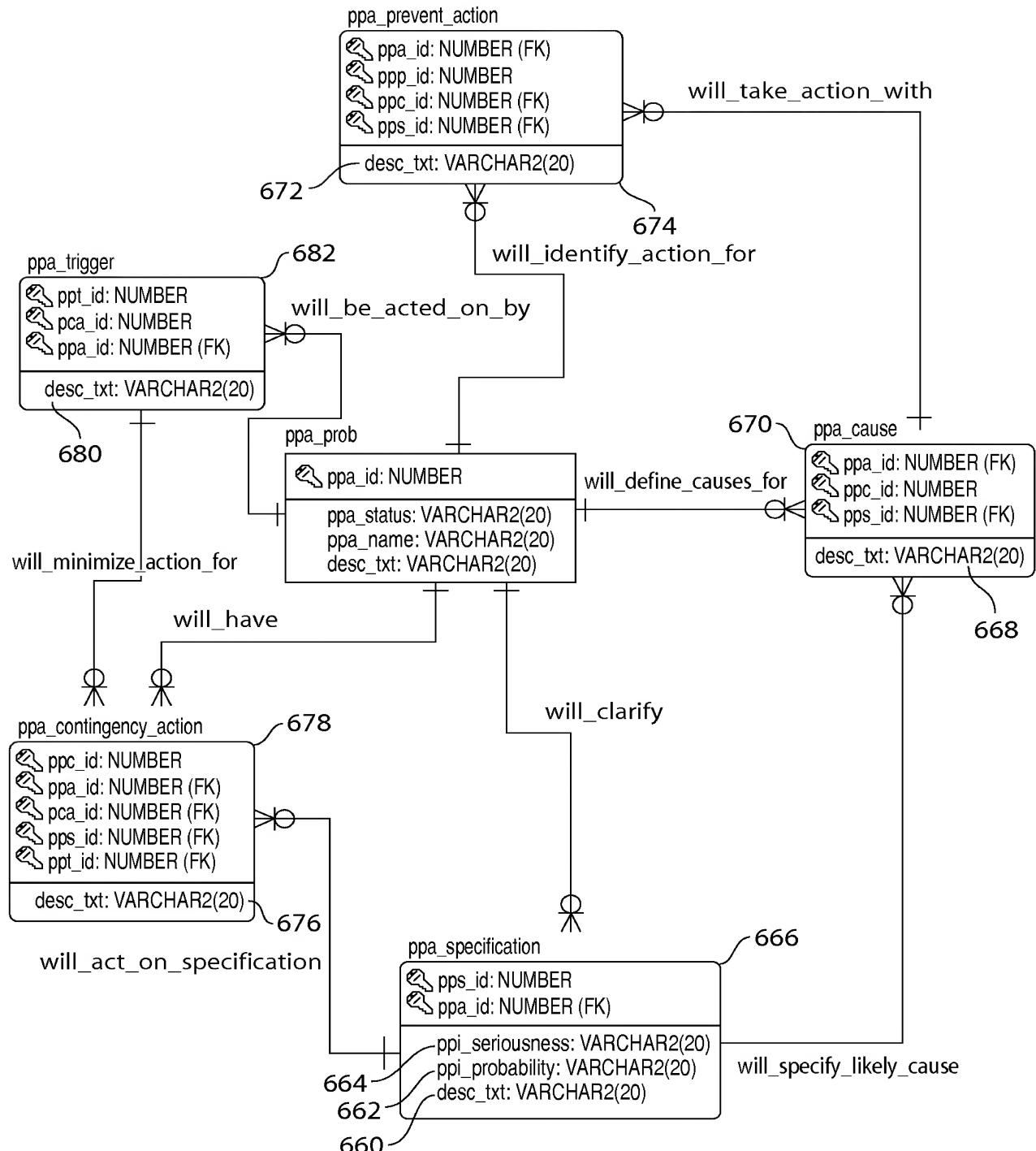


Fig.41

Replacement Sheet

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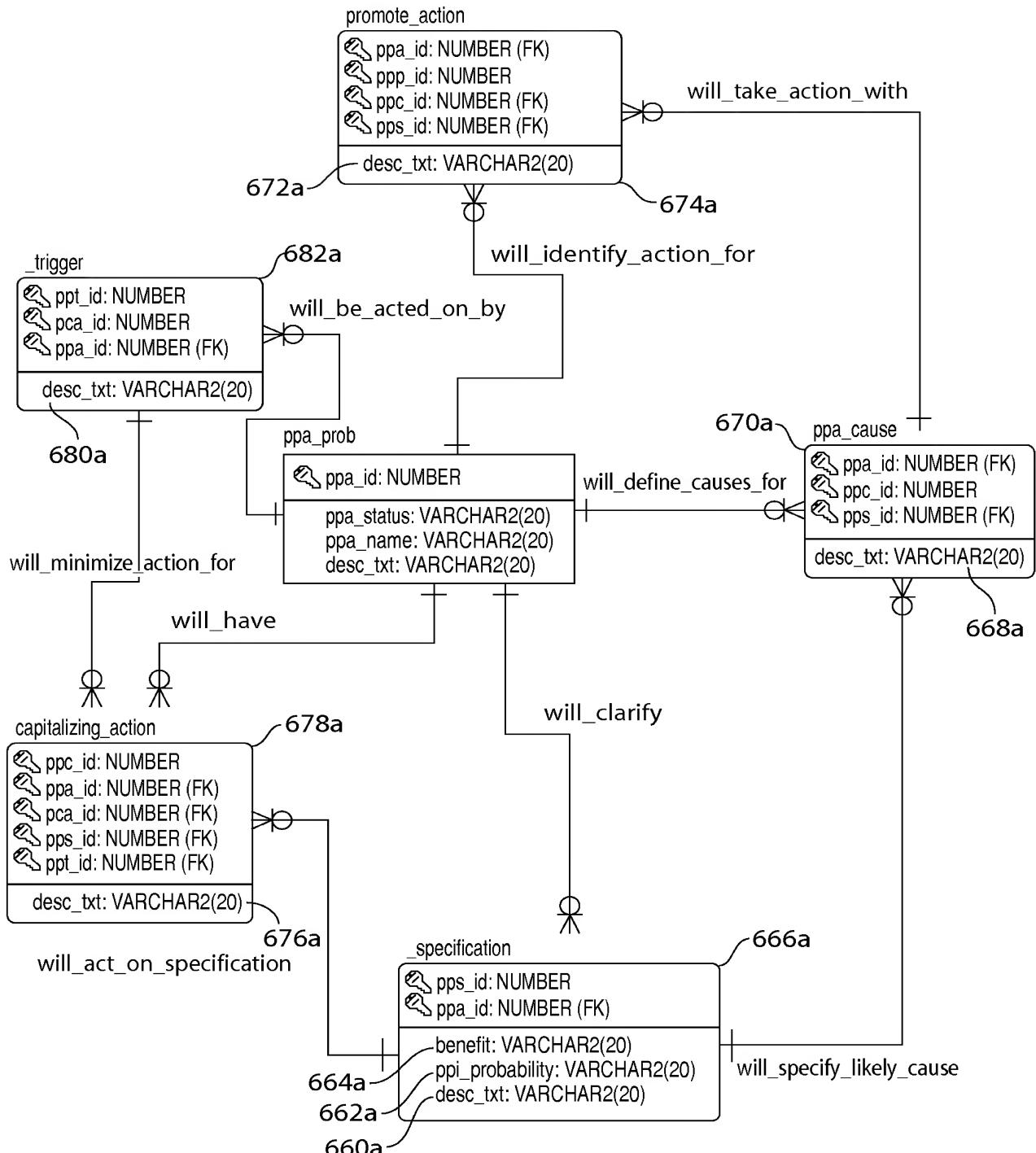


Fig.41A

Replacement Sheet

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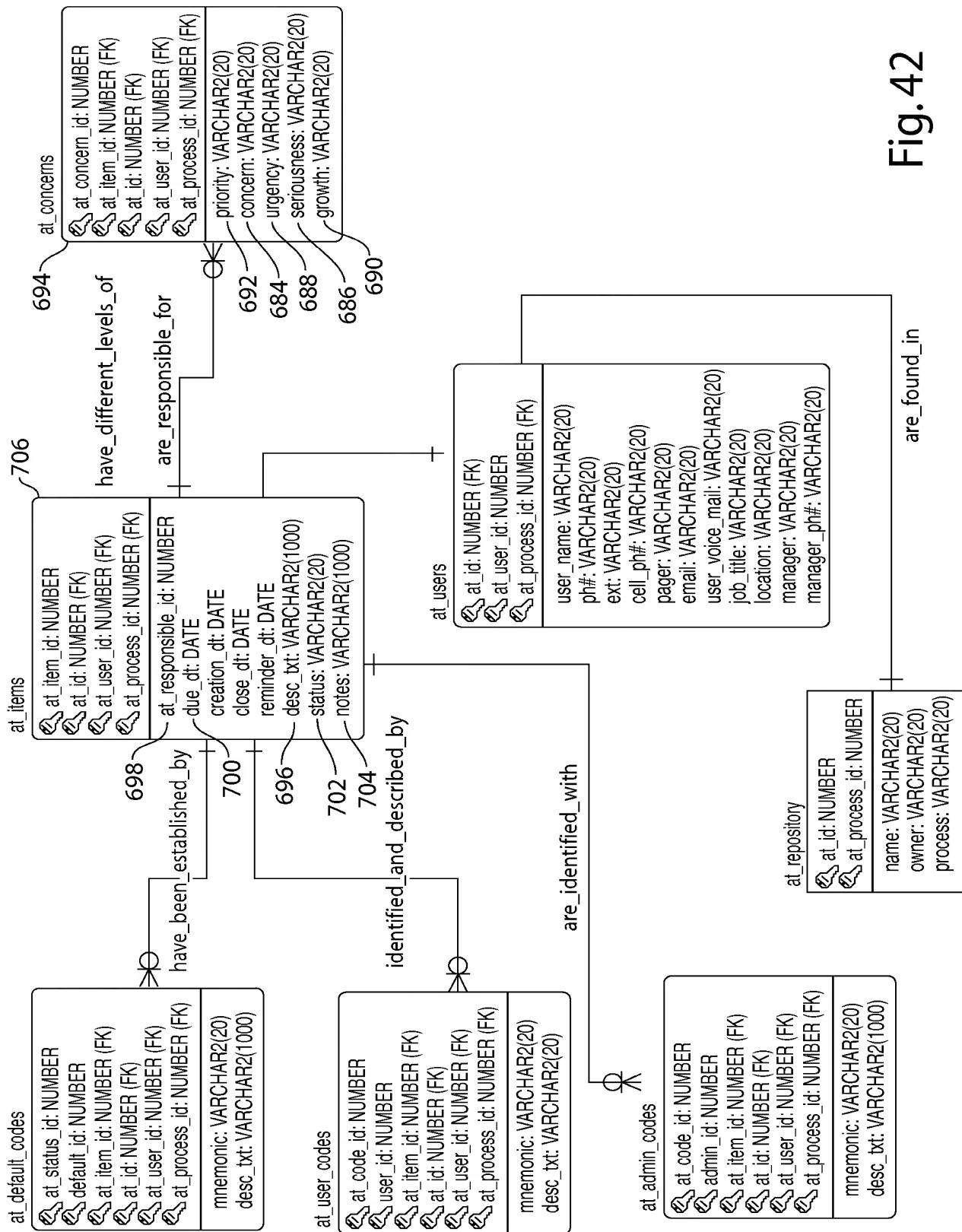


Fig. 42

Replacement Sheet

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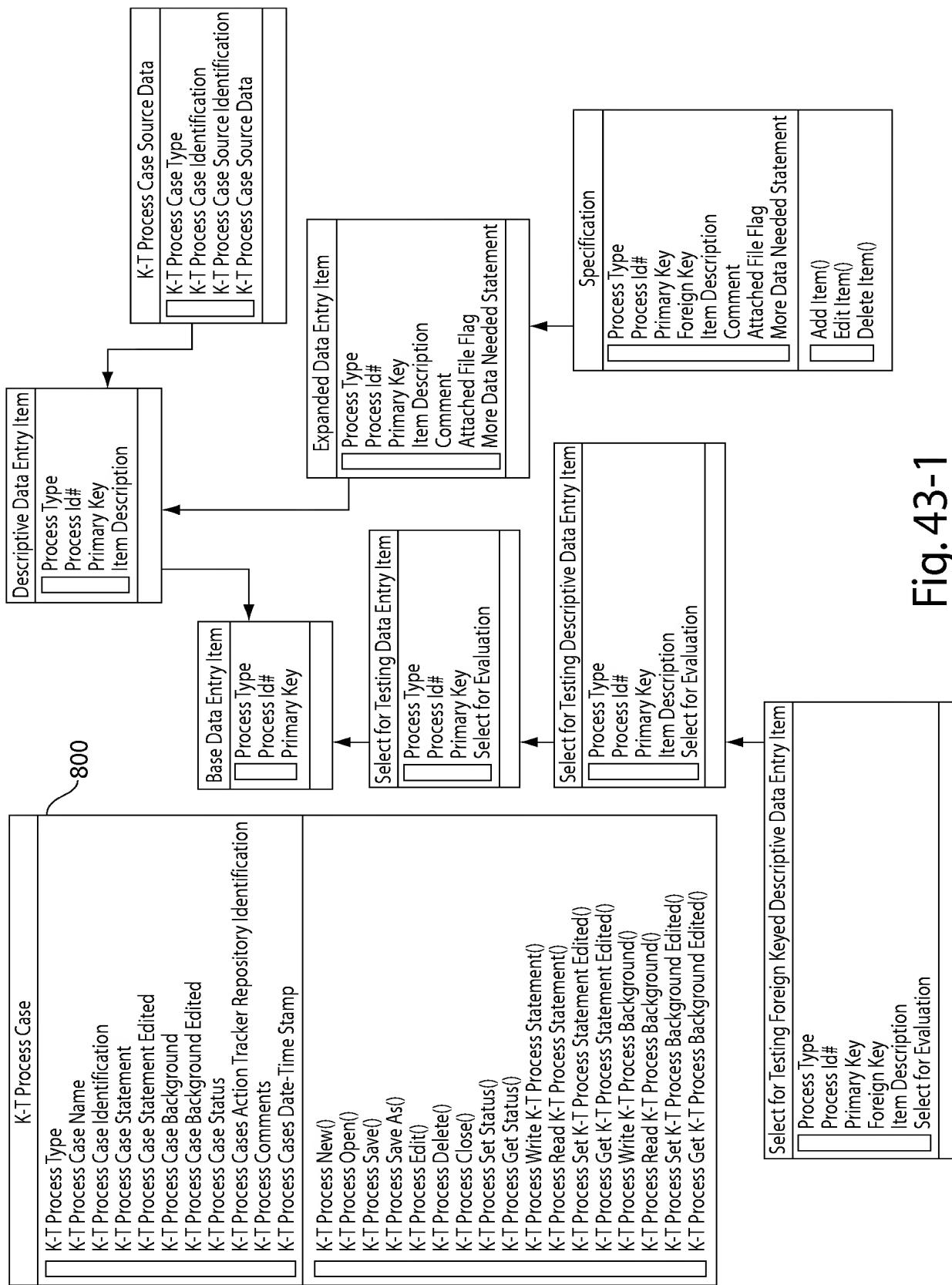


Fig. 43-1

Replacement Sheet

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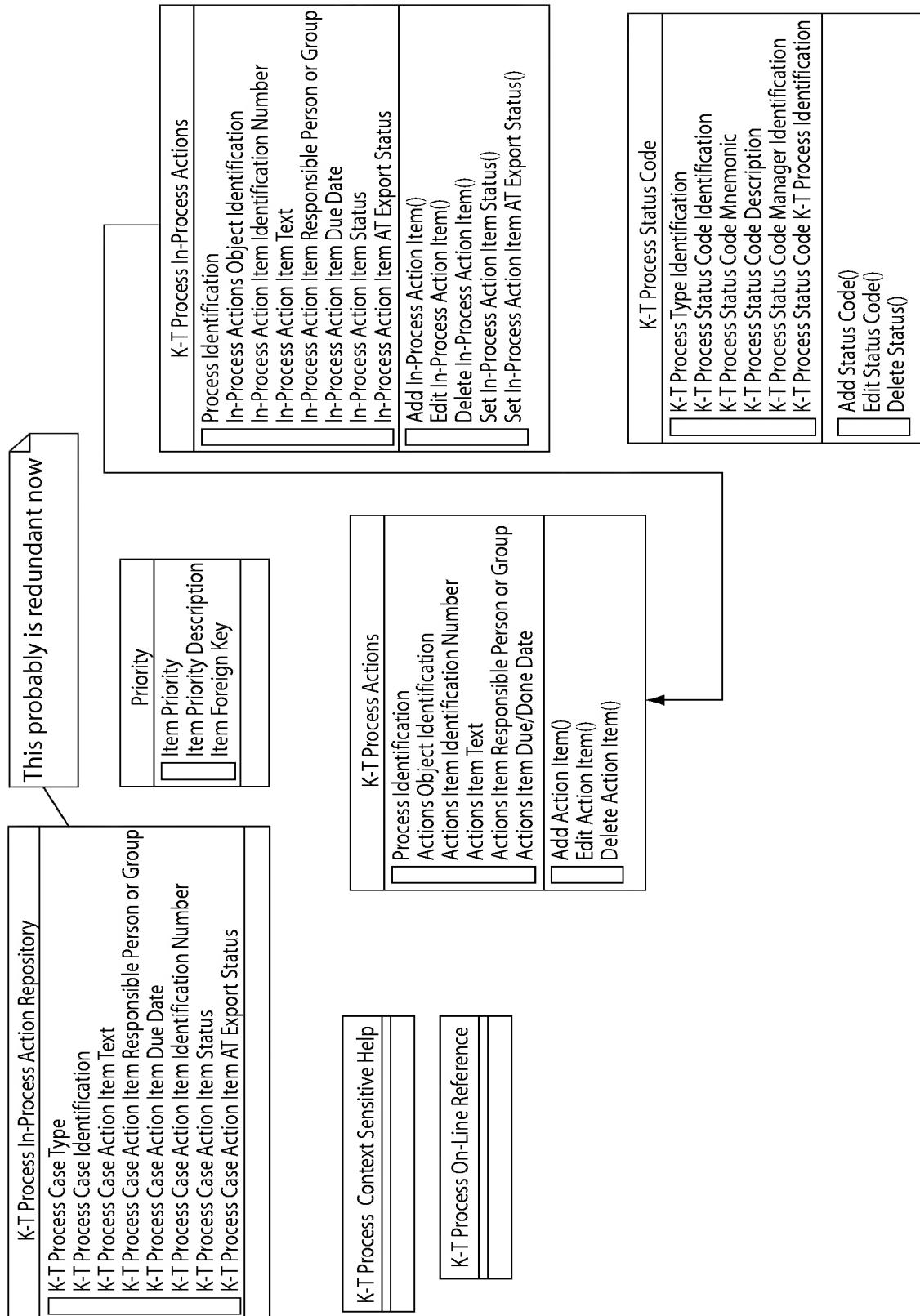


Fig. 43-2

Replacement Sheet

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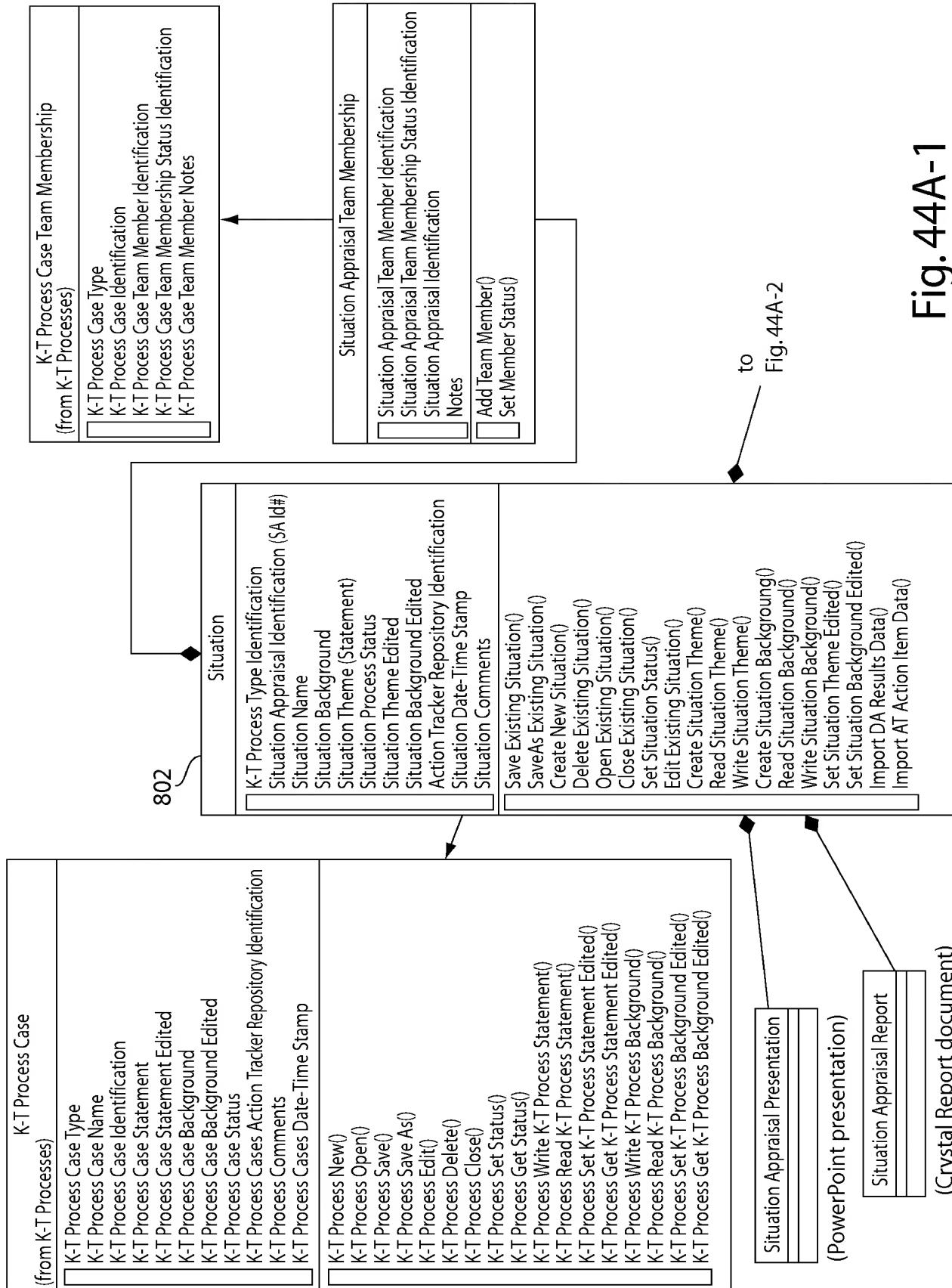


Fig. 44A-1

Replacement Sheet

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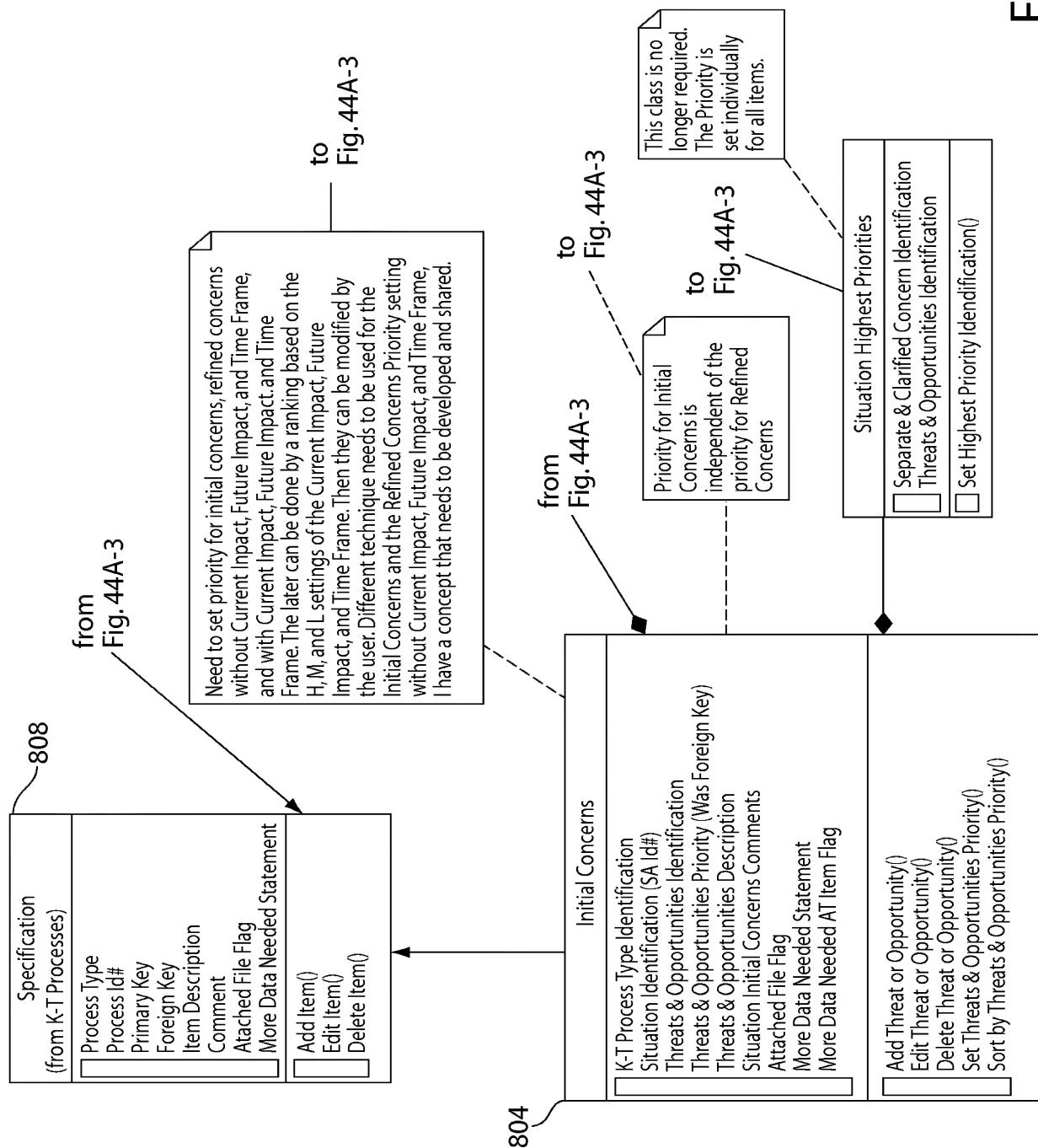
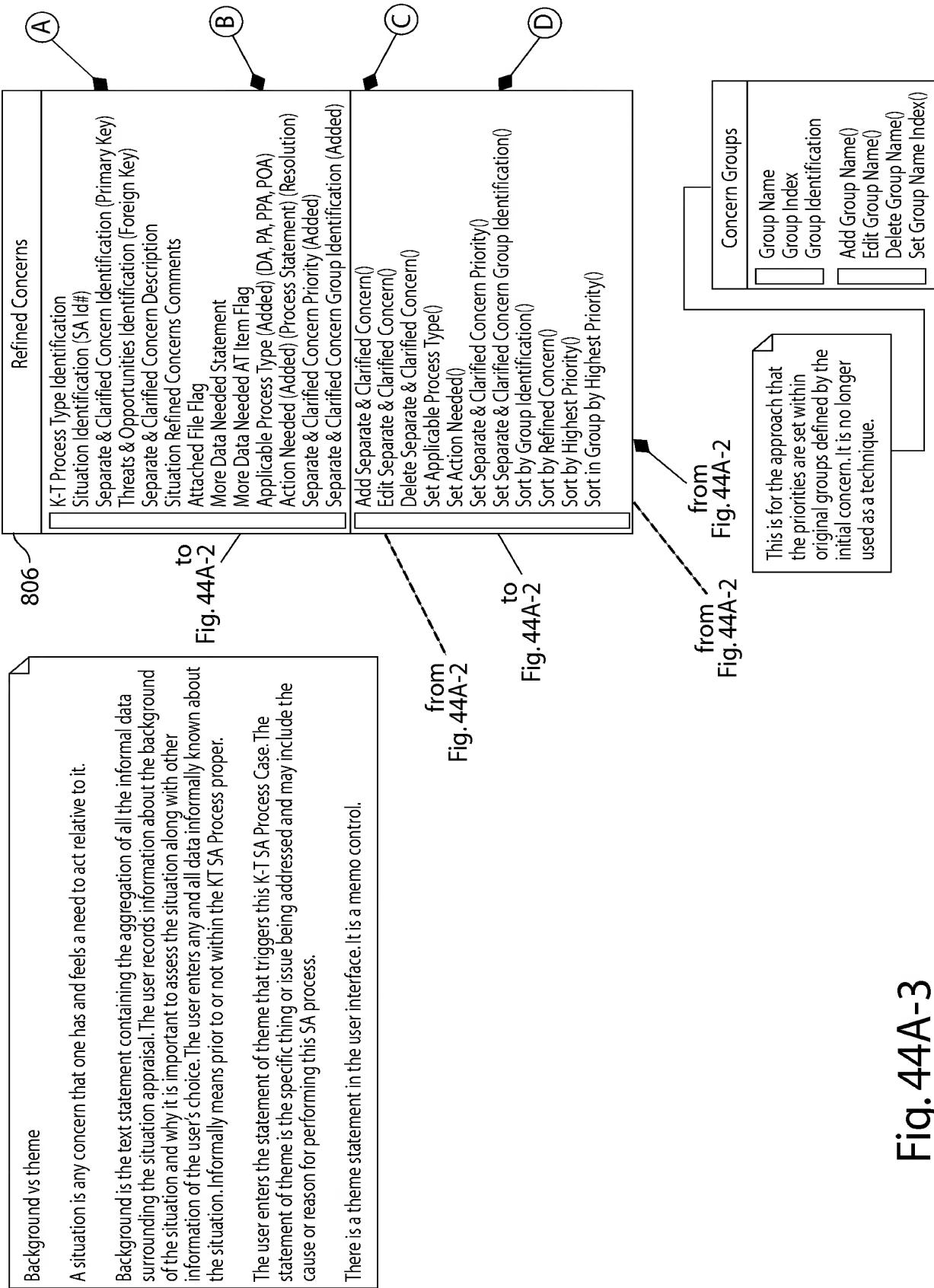


Fig. 44A-2

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Replacement Sheet

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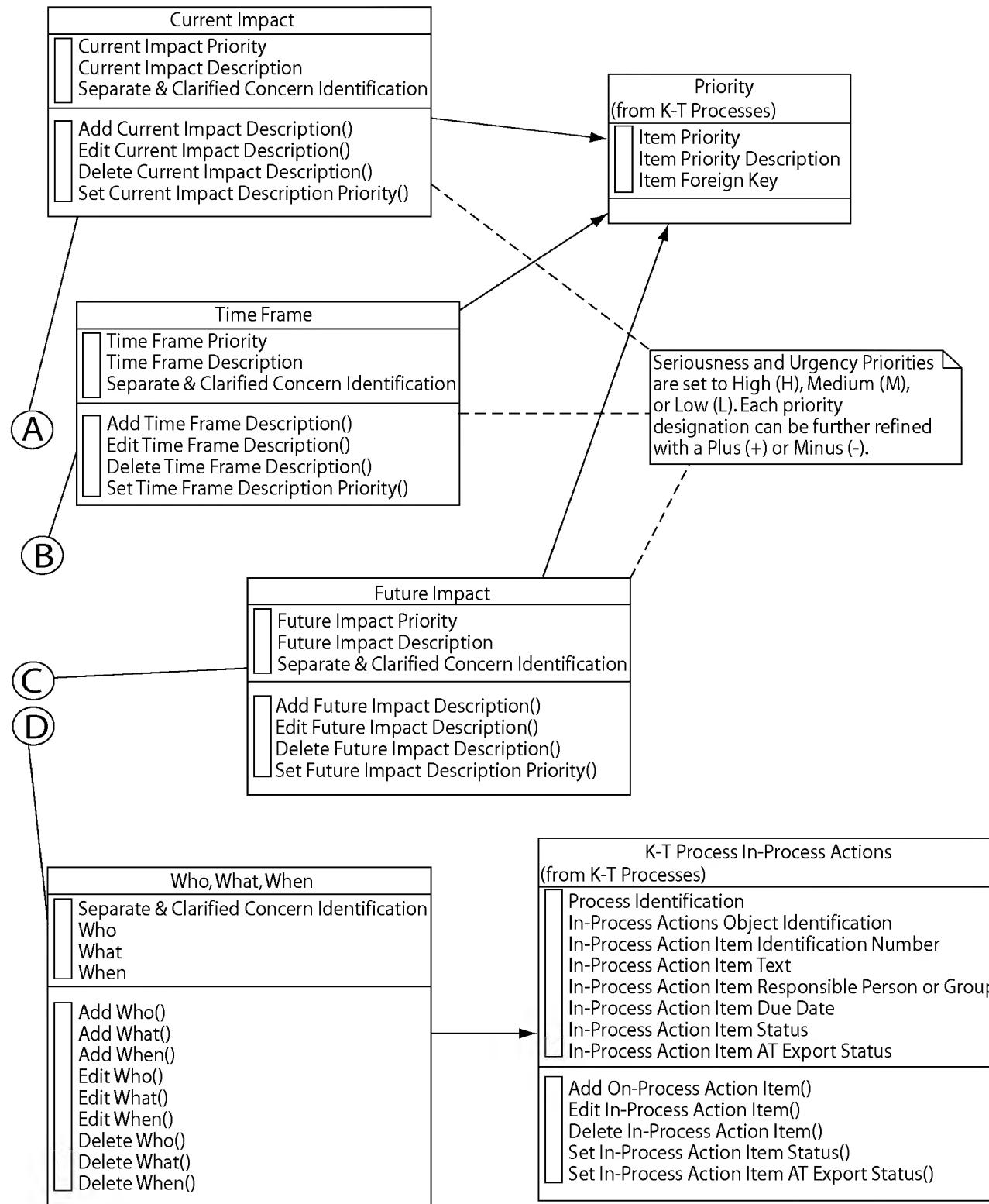
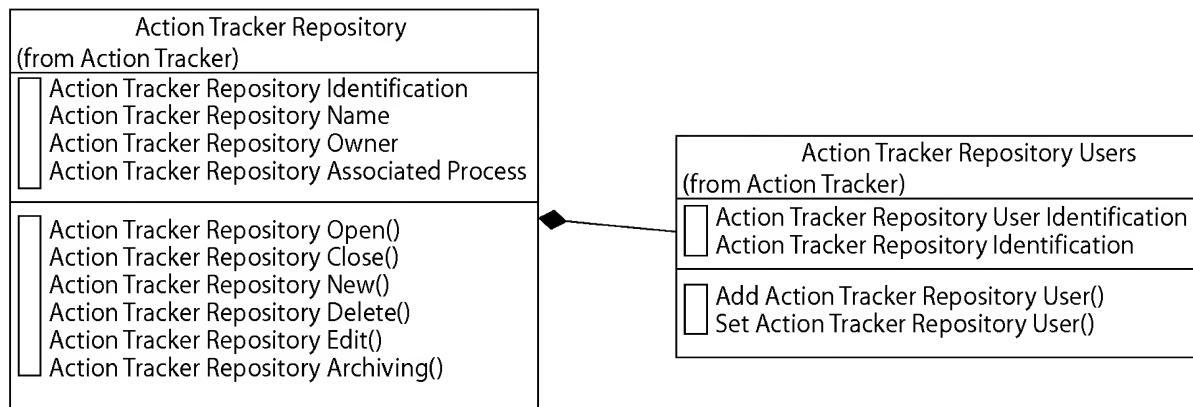


Fig. 44B-1

Replacement Sheet

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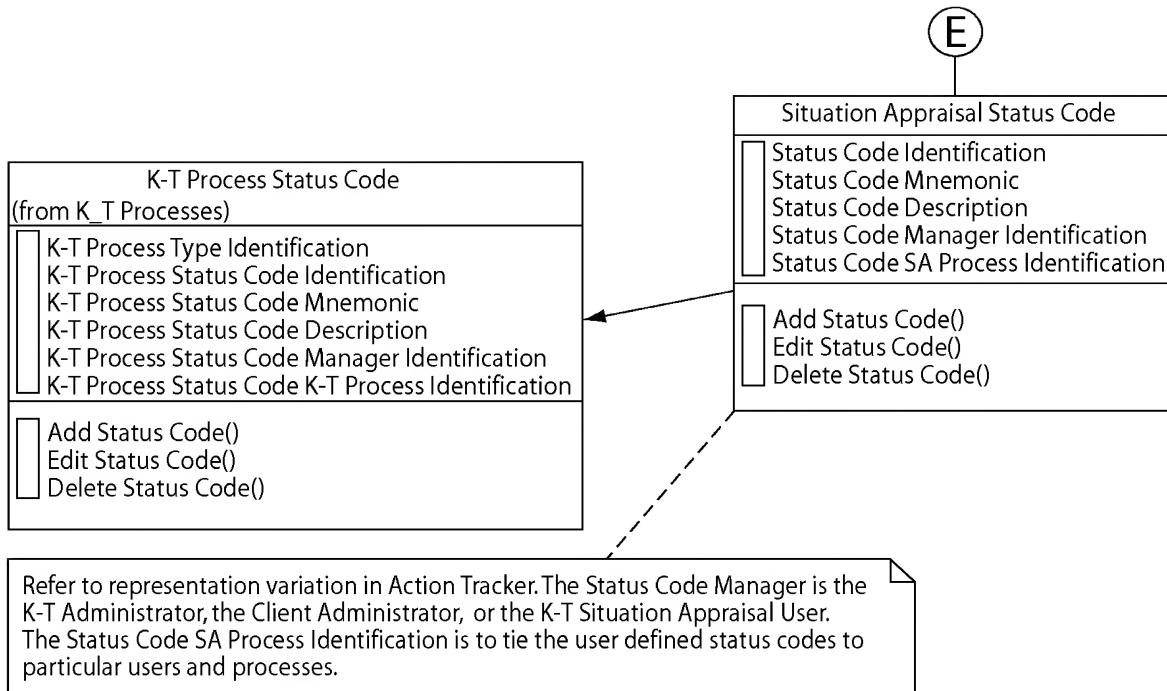


Action Tracker Repository and Action Tracker Repository Users are shown here for reference. The point is Action Tracker Repository may replace the Who, What, When class of situation Appraisal when Action Tracker is fully developed in design. Likewise Action Tracker Repository Users may replace the Situation Team class or some other parent class may do this for all K-T Processes.

Fig. 44B-2

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Establish priority:
 Select a concern that seems to be the highest priority.
 Select another and place it above or below the first concern in priority.
 Select a third and place it relative to the first two concerns. Use drag and drop graphically.
 Select additional concerns sequentially and place as above.
 Select those that represent the group classified as H for High Priority and designate as such.
 Select from the remainder those that represent the Group classified as M for Medium Priority and designate as such.
 The remainder are classified as L for Low Priority and are designated as such.

Karl,

As a follow up to our discussion I want to confirm that we do need some type of ordering control in the SA grid on the initial "list concerns" screens. We may also want to allow this on the "separate and clarify" grid; however, in this case, the user could still only order the parent cells (with the children following the parents). they could not order children cells individually.

I can see where this functionality could be useful any time we have a single-column grid, such as in DA (list Objectives and List Alternatives) and PPA/POA (list Potential Problems/Opportunities).

Nikki

Fig.44C

Replacement Sheet

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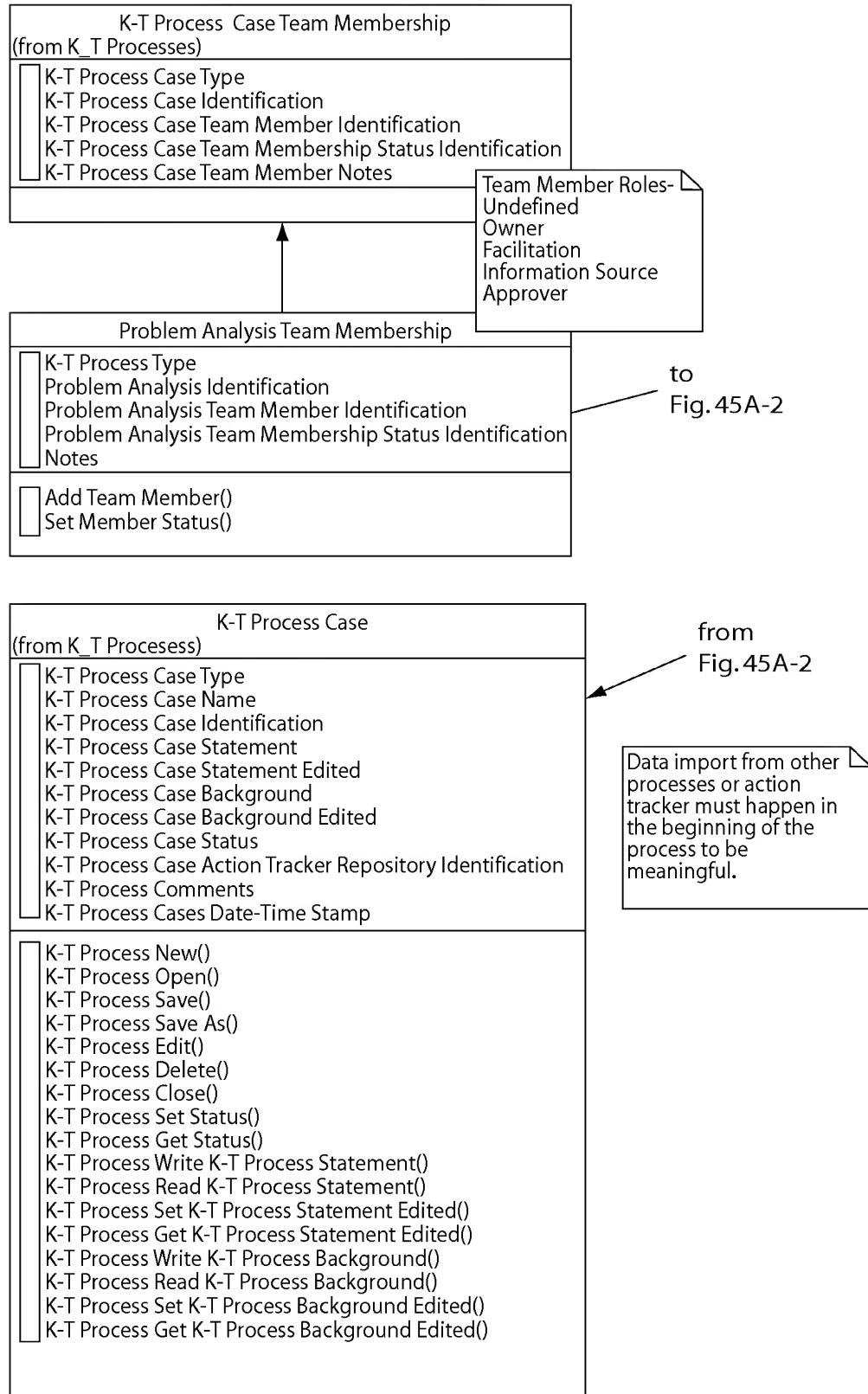


Fig.45A-1

Replacement Sheet

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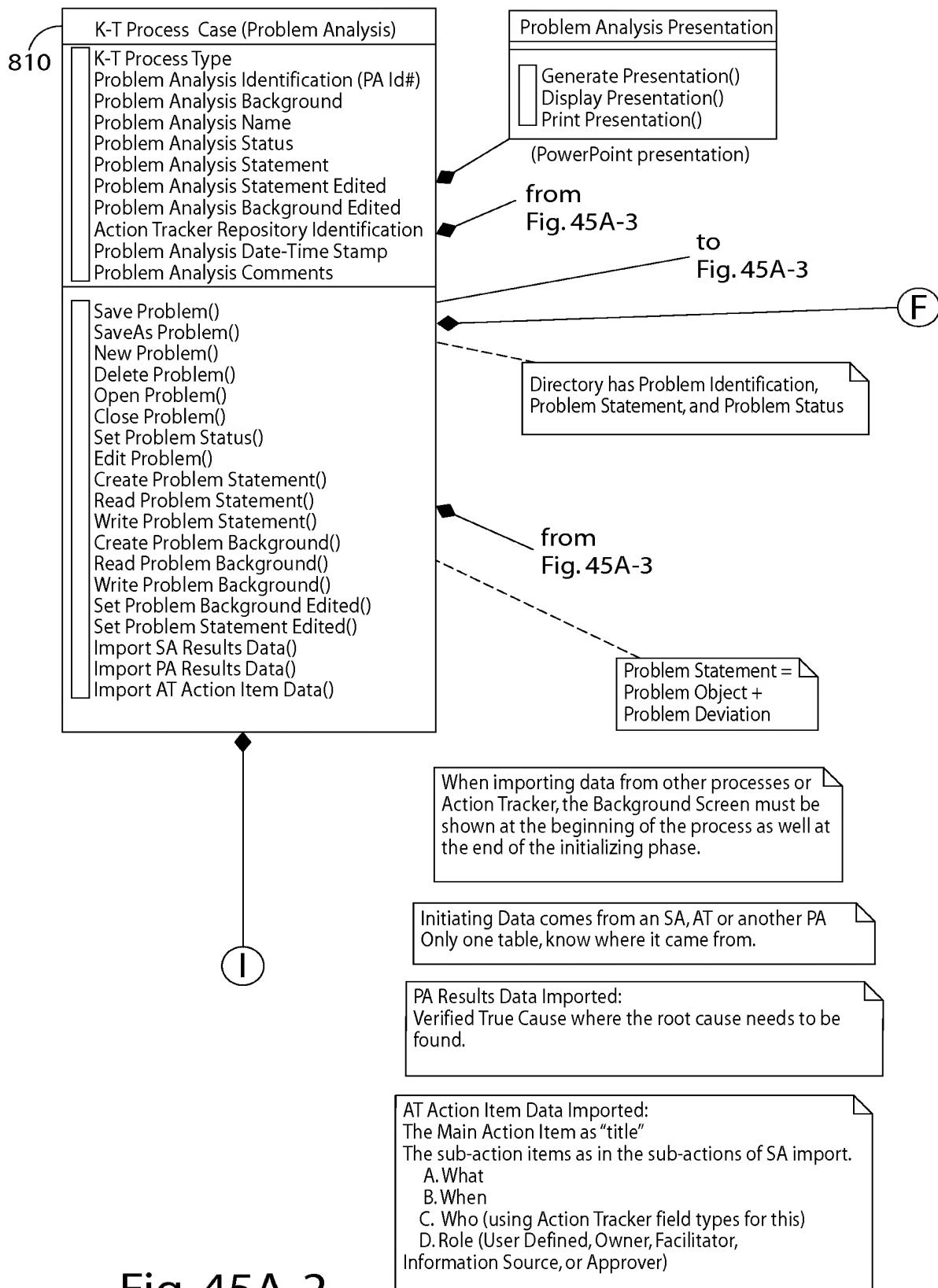


Fig. 45A-2

Replacement Sheet

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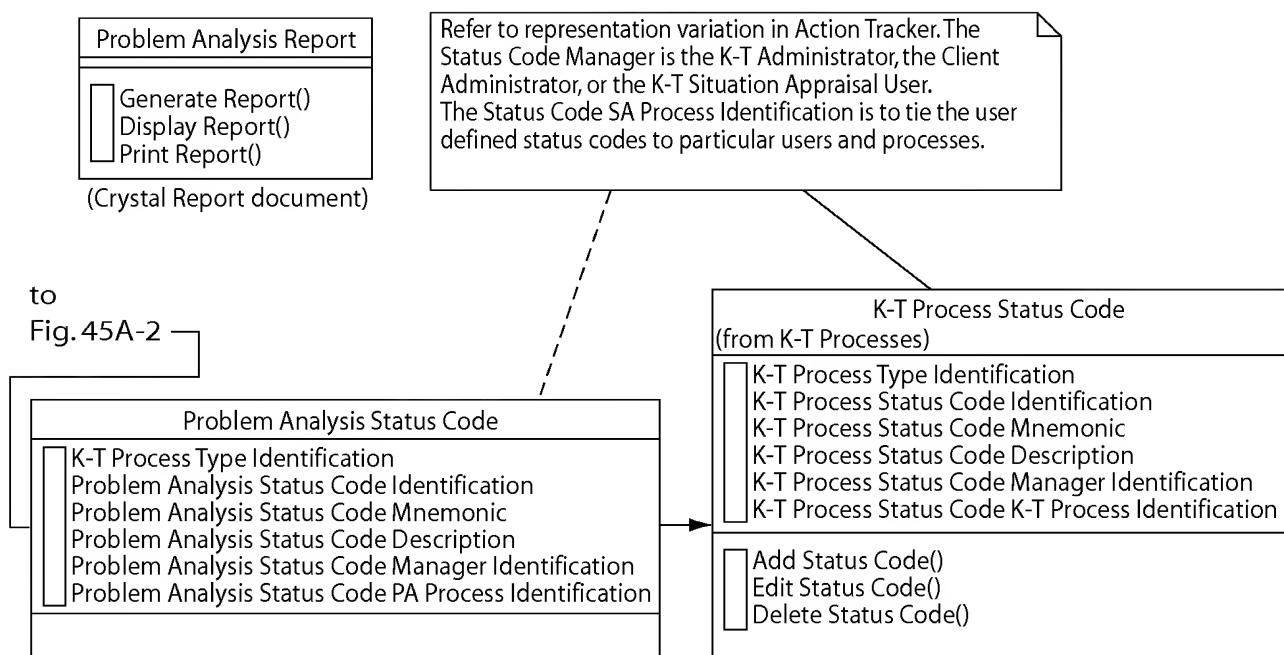


Fig.45A-3

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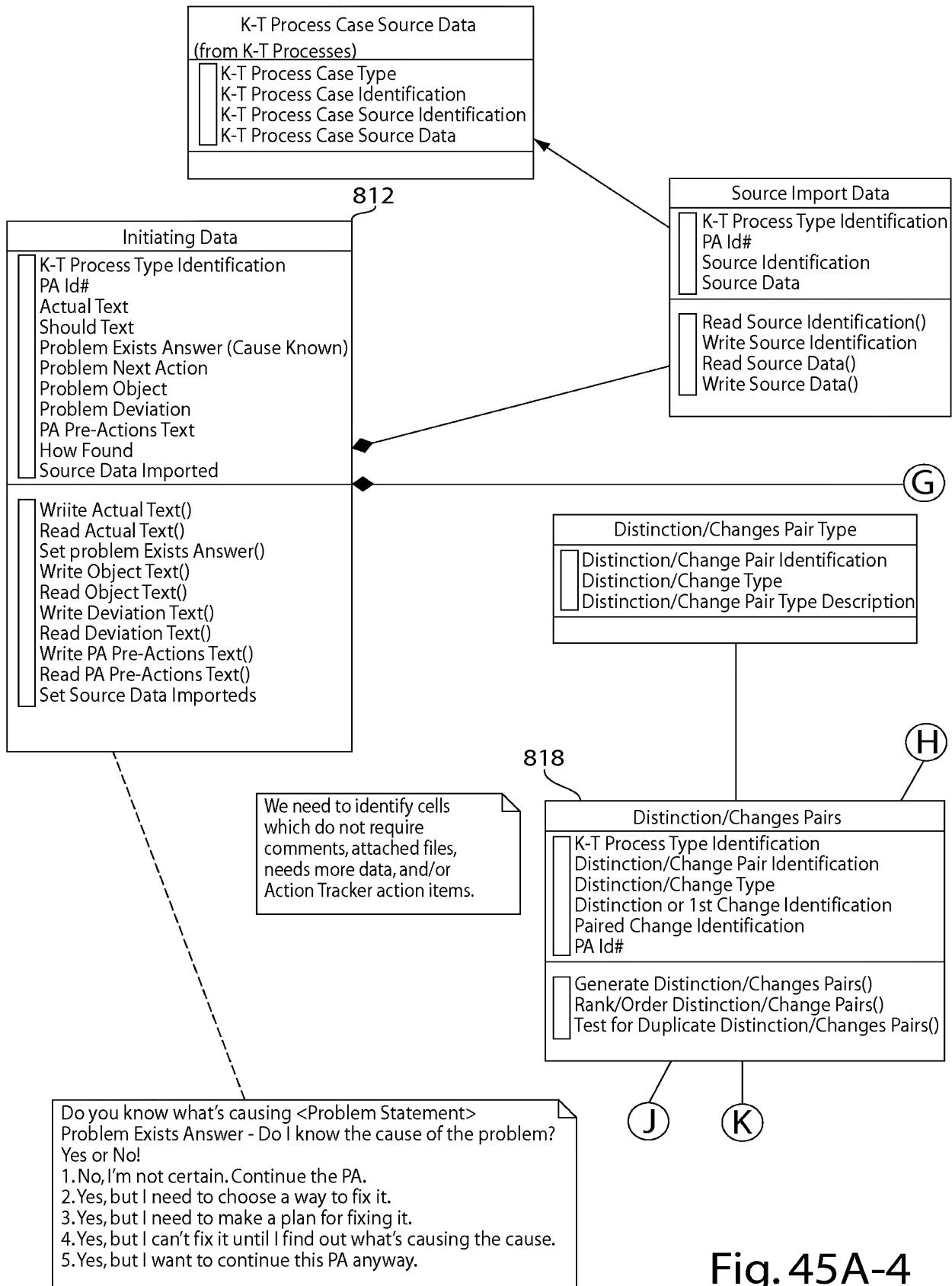


Fig. 45A-4

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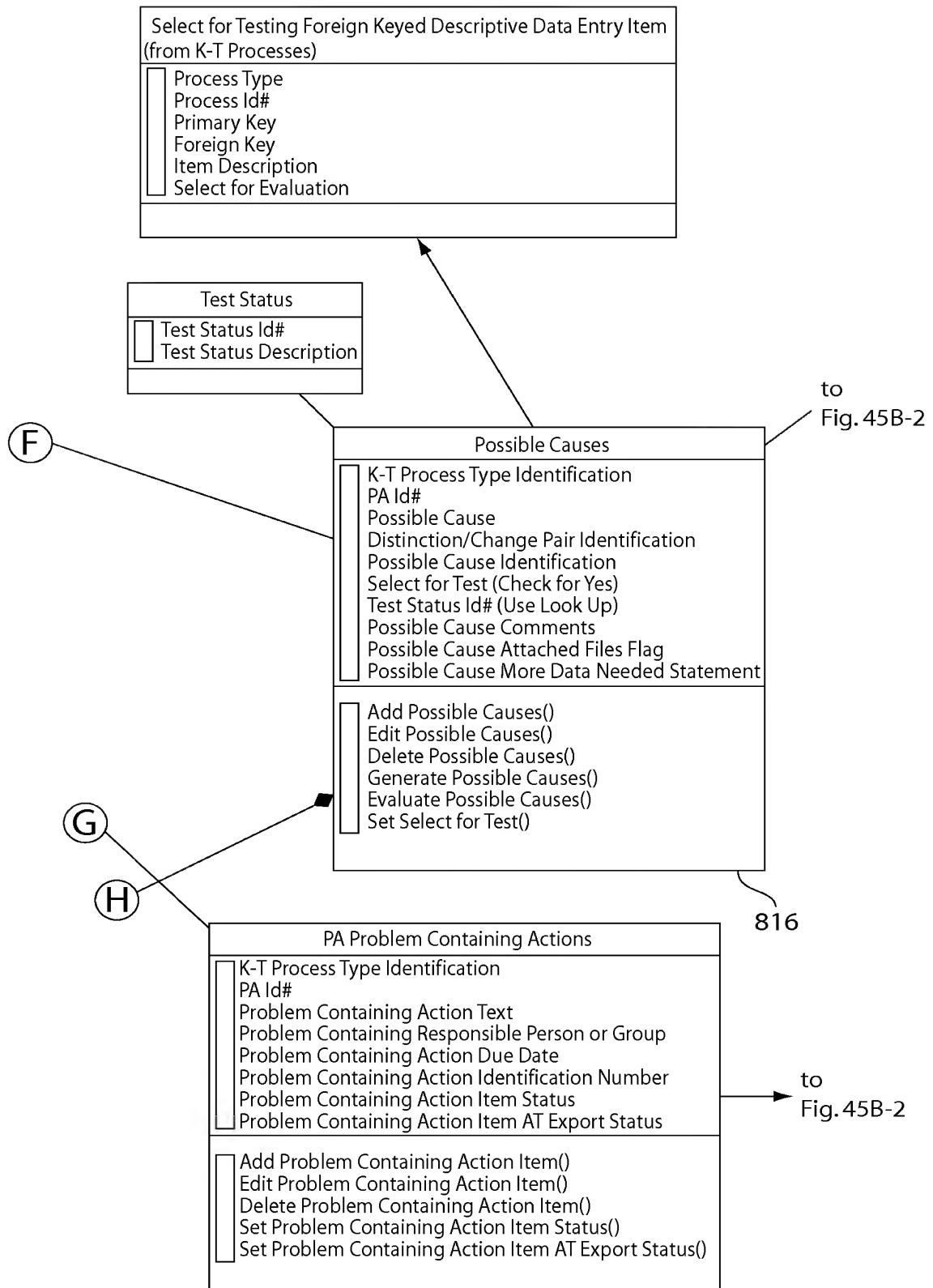


Fig.45B-1

Replacement Sheet

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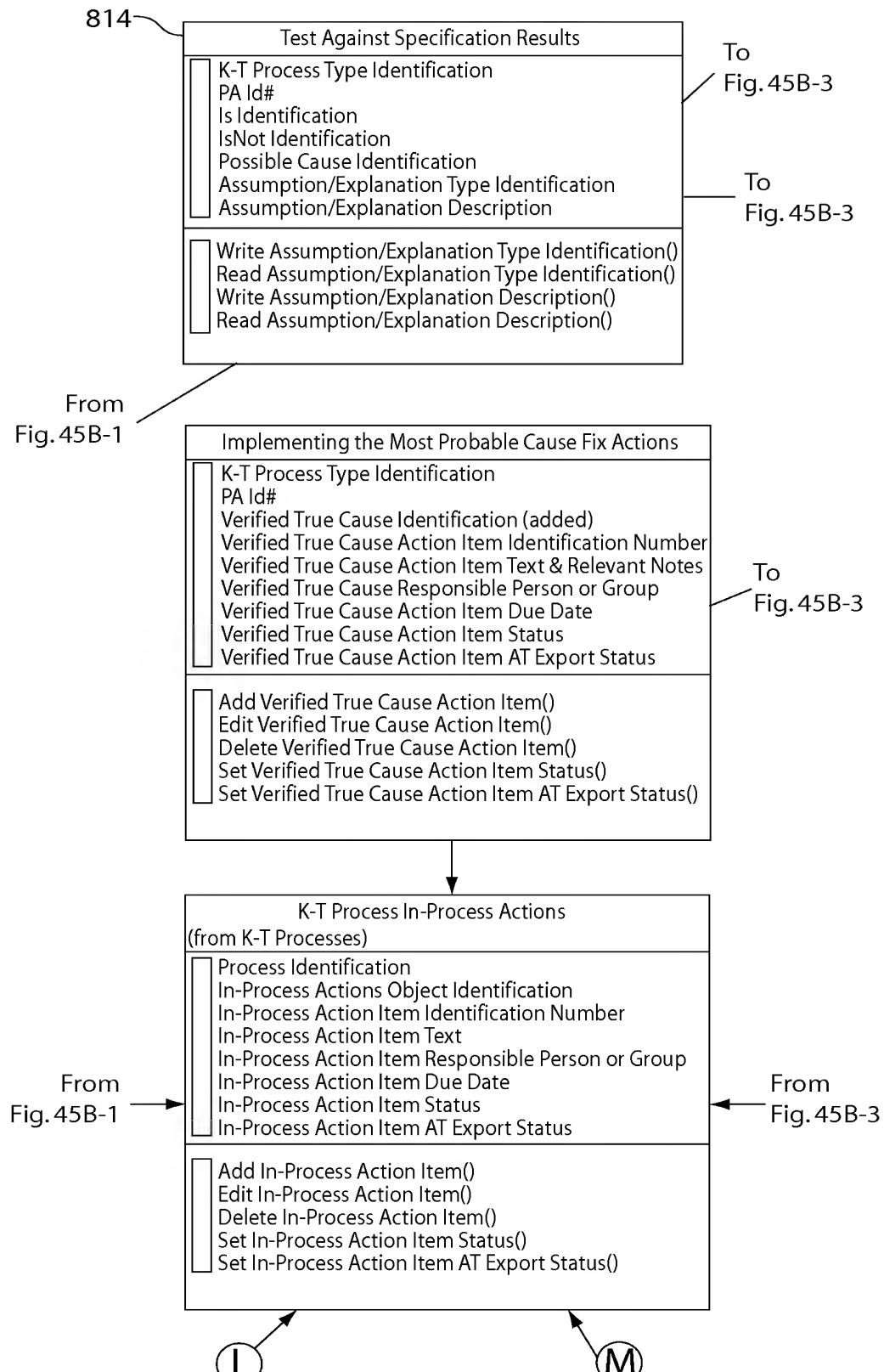


Fig. 45B-2

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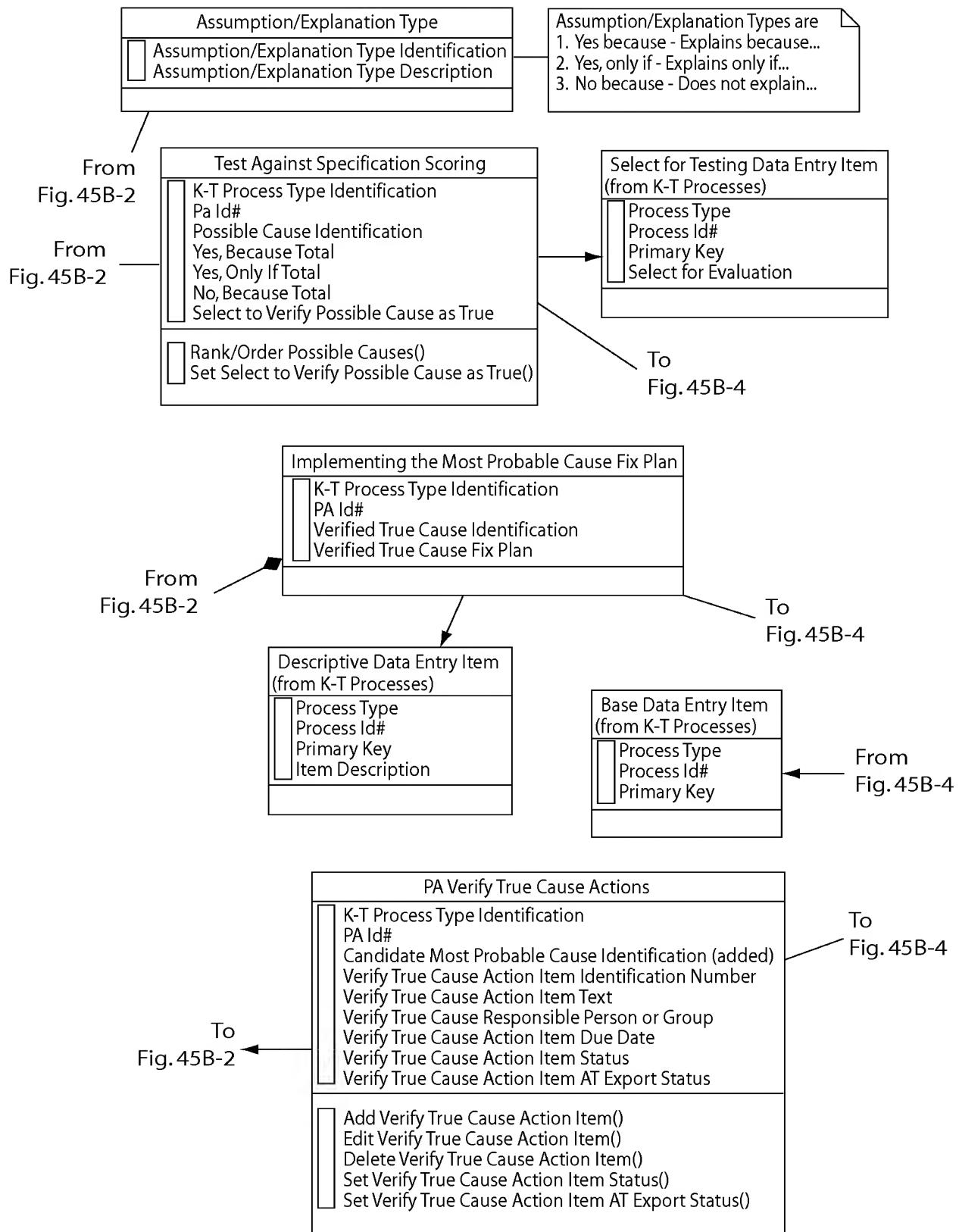


Fig. 45B-3

Replacement Sheet

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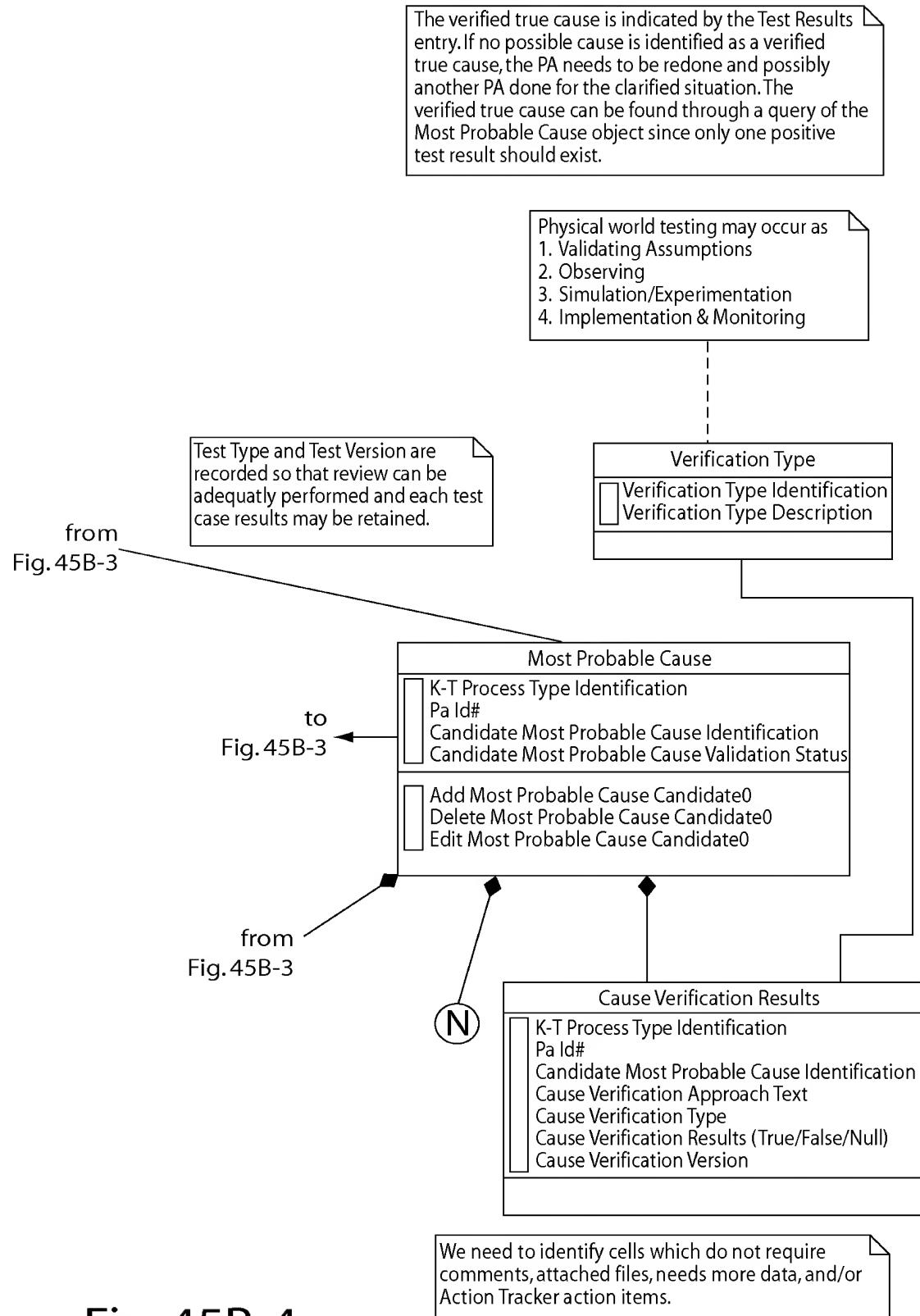


Fig. 45B-4

Replacement Sheet

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SA Results Data Imported:

1. The Clarified Concern to be the subject of the PA.
2. Its Seriousness
3. Its Urgency
4. Its Growth
5. The PA action needed (object/deviation problem statement format)
6. The Sub-Actions of
 - A. What
 - B. When
 - C. Who (using Action Tracker field types for this)
 - D. Role (user Defined, Owner, Facilitator, Information Source, or Approver)

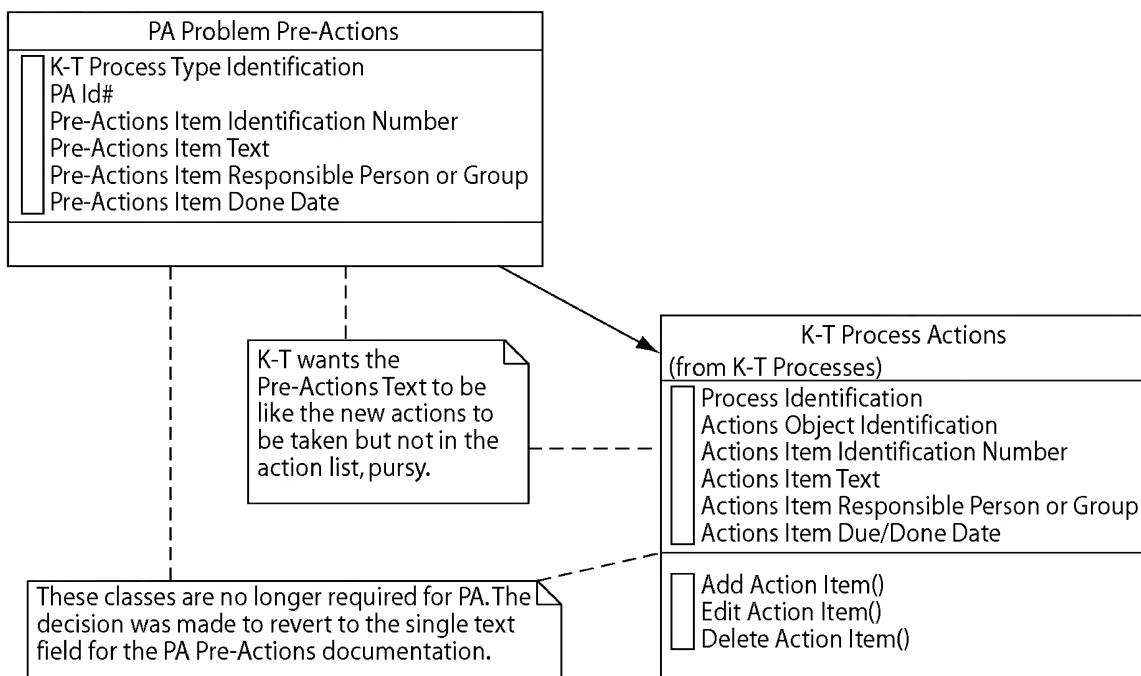


Fig. 45C-1

Replacement Sheet

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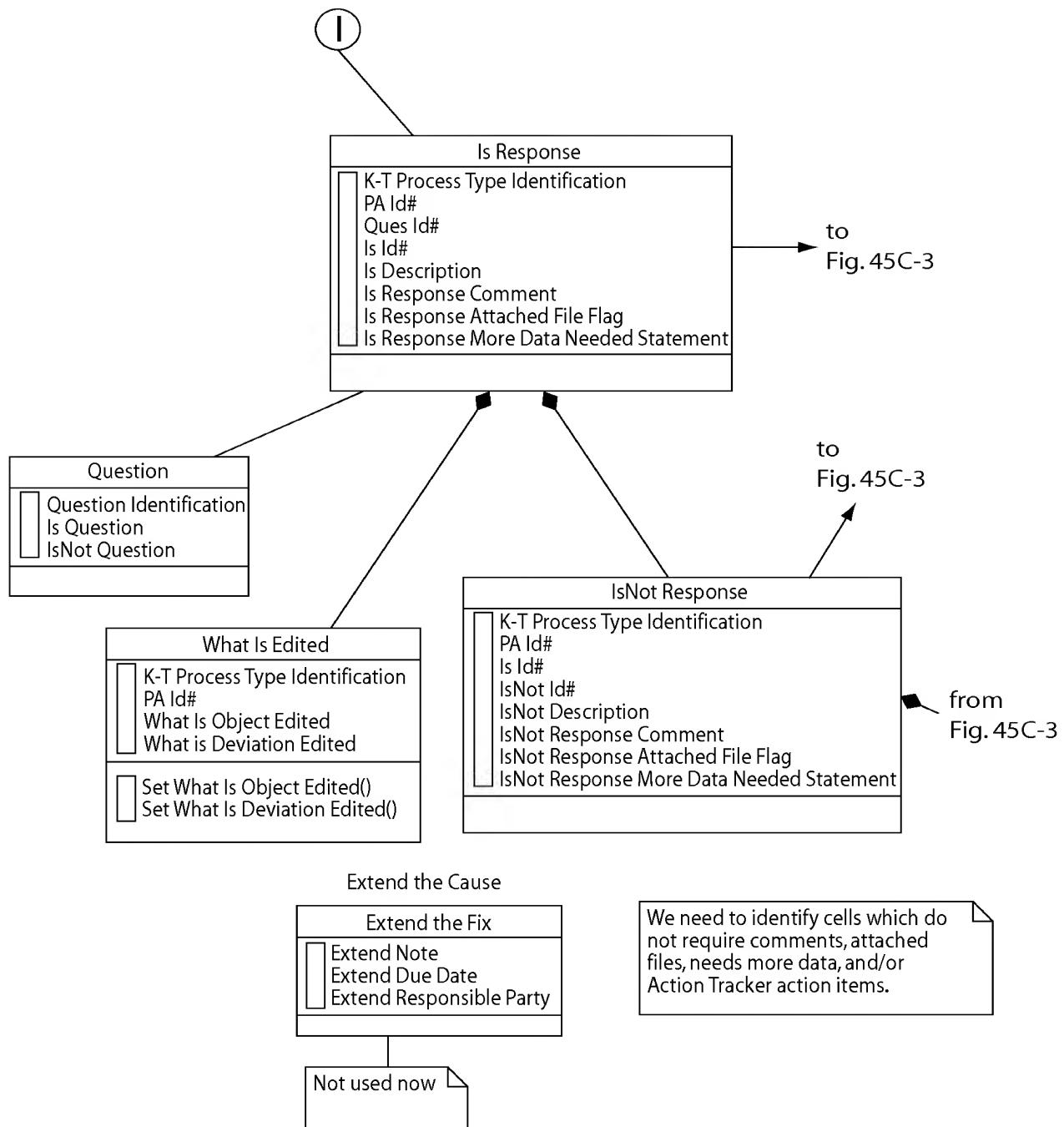


Fig. 45C-2

Replacement Sheet

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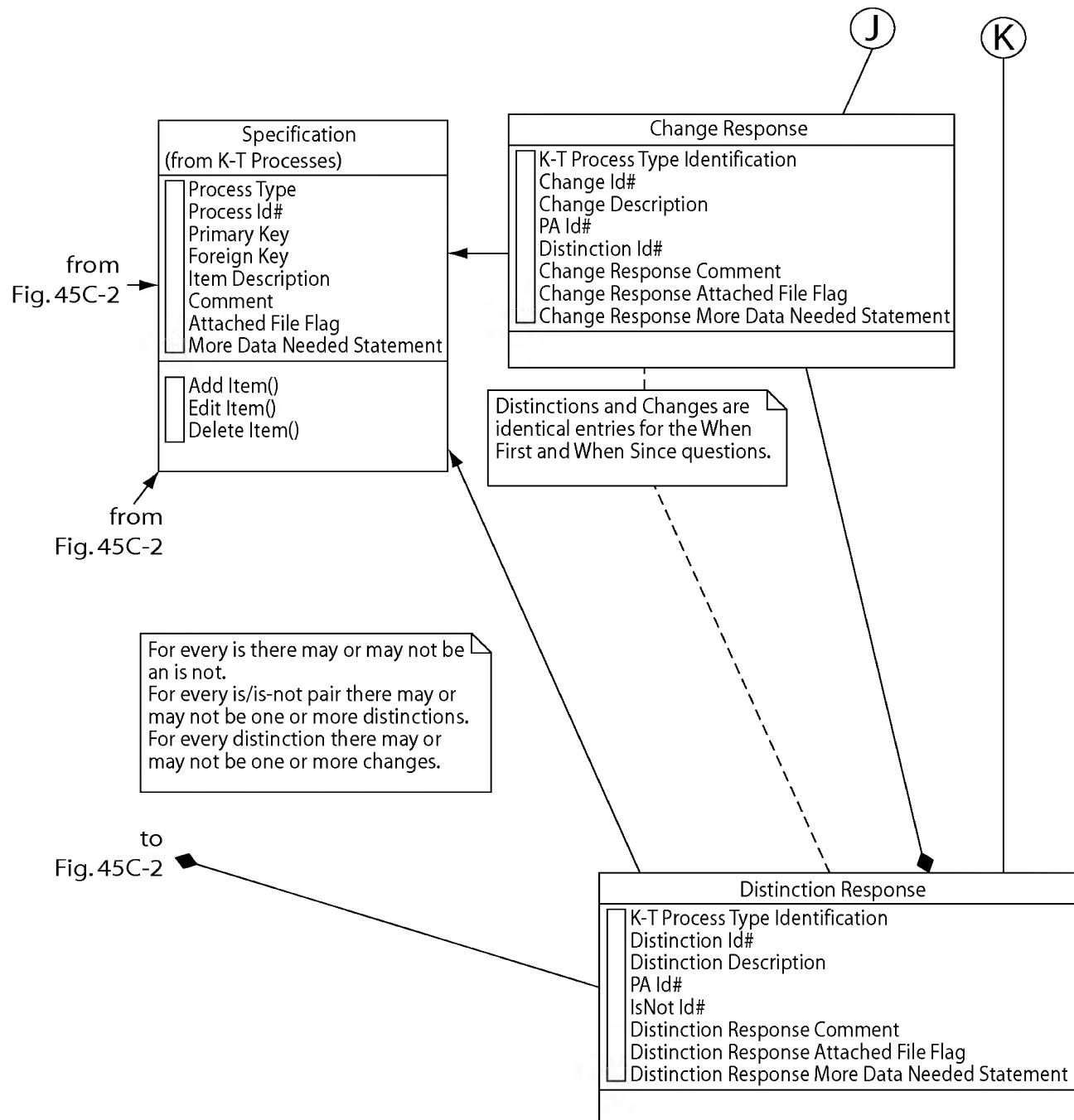


Fig 45C -3

Replacement Sheet

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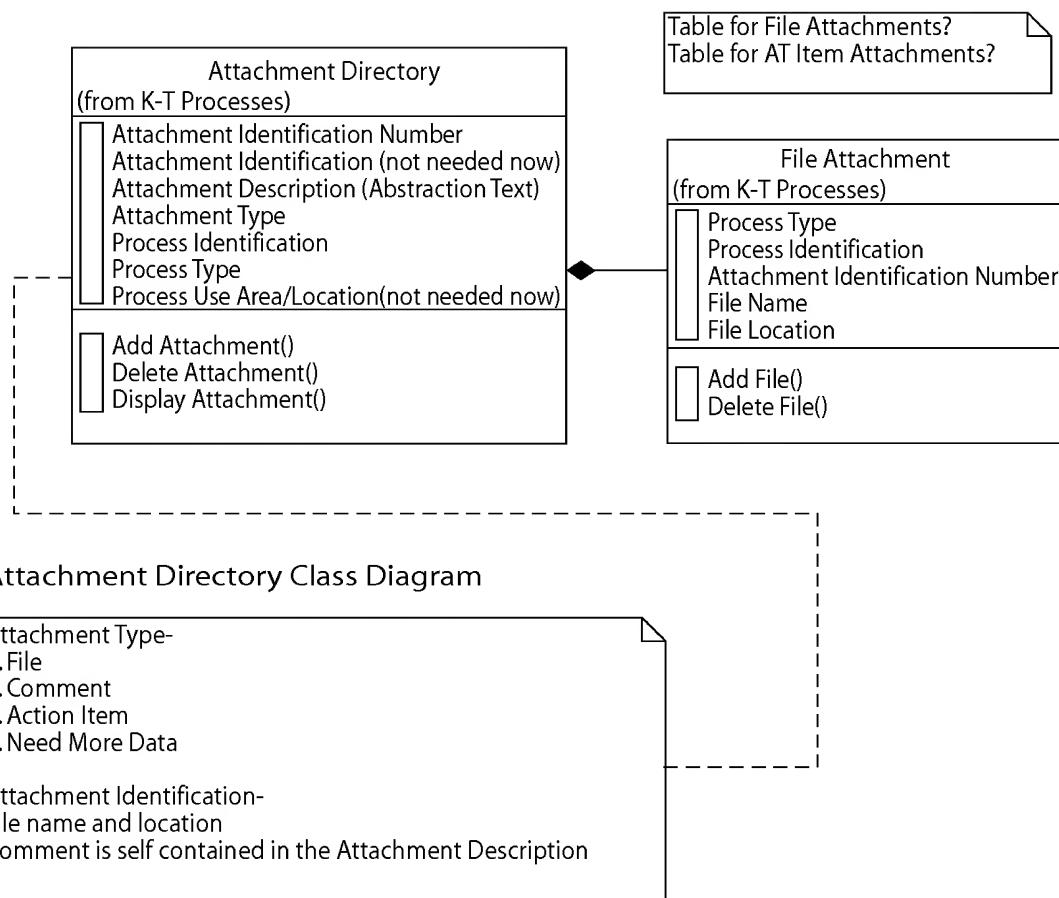


Fig. 45C-4

Replacement Sheet

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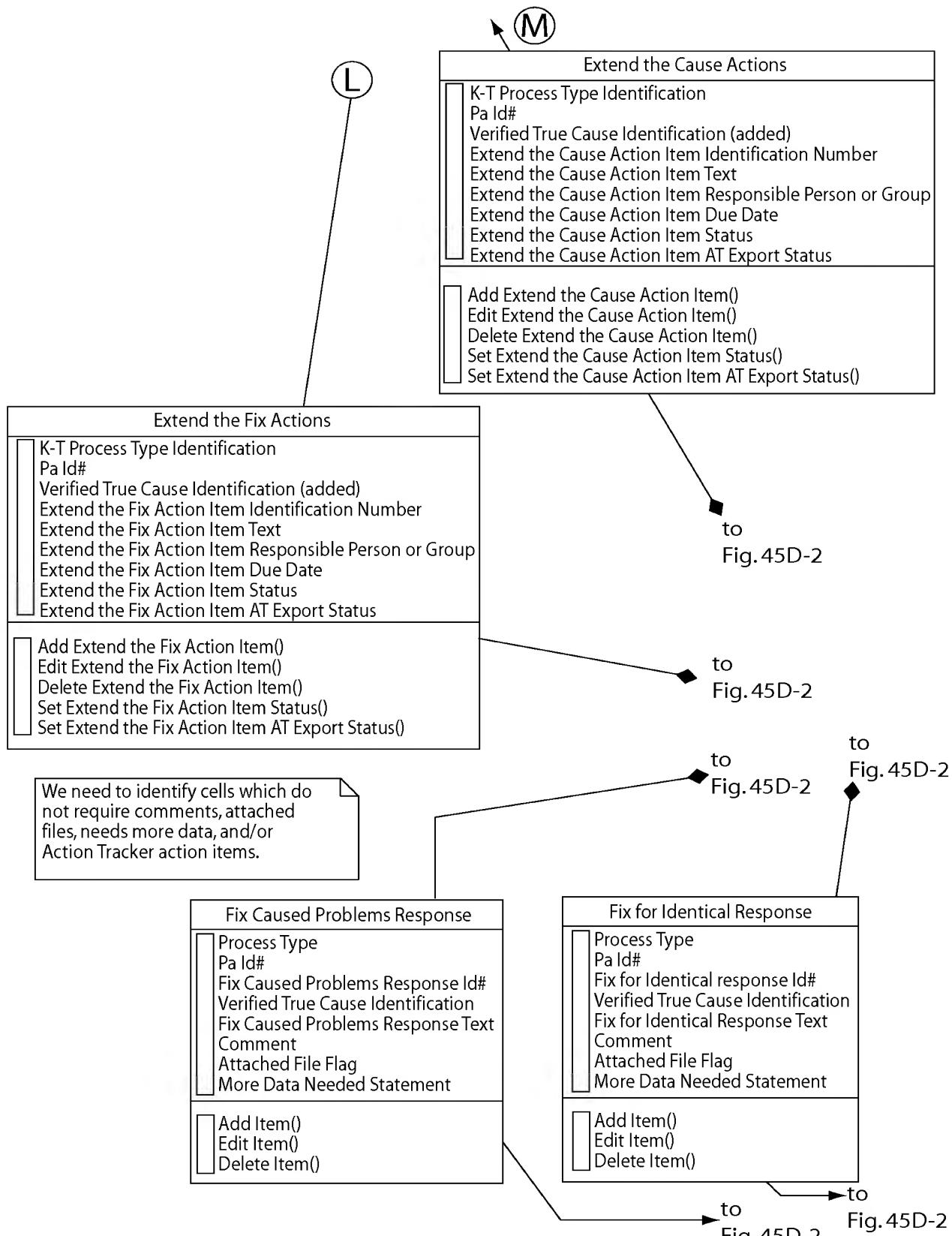


Fig. 45D-1

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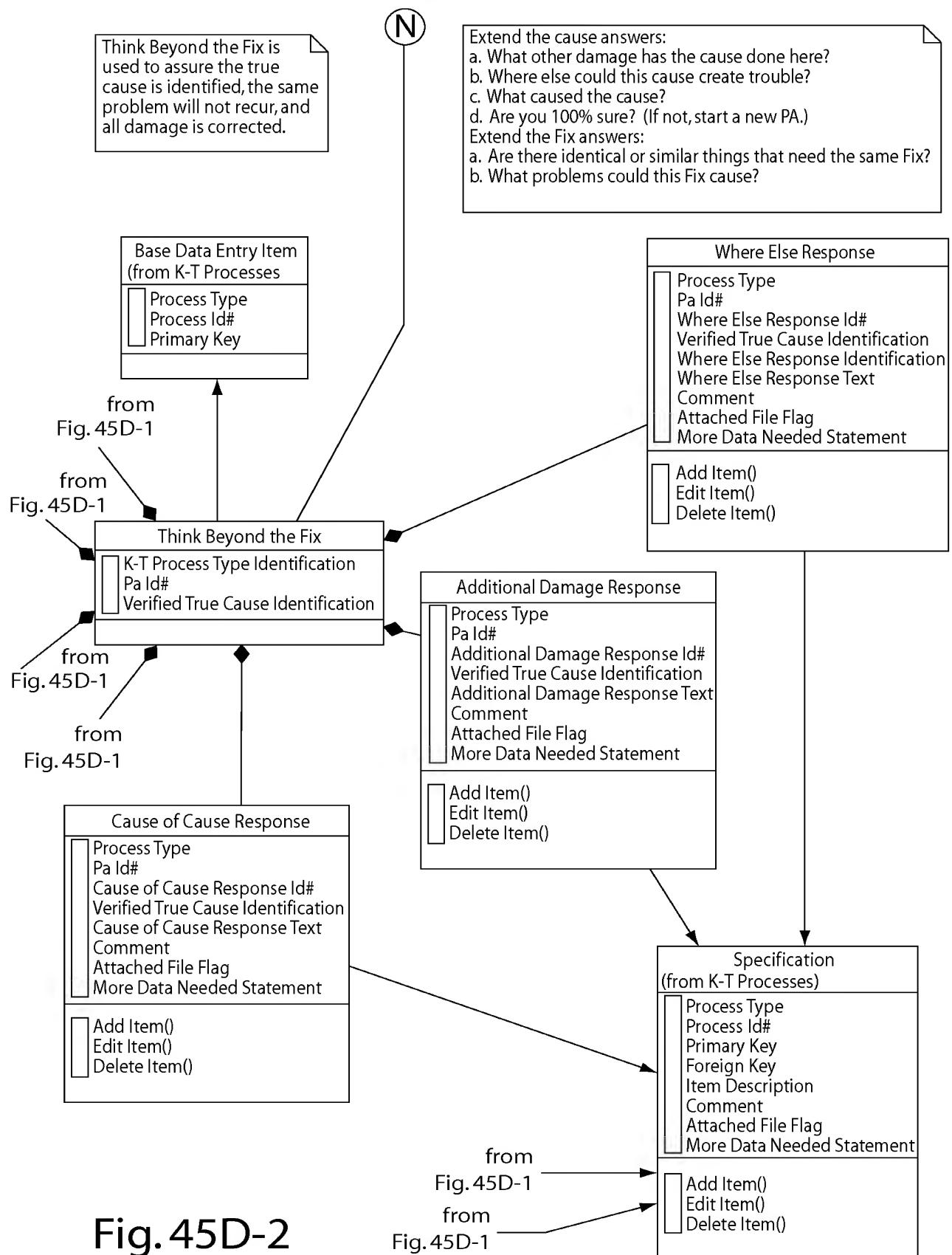


Fig. 45D-2

Replacement Sheet

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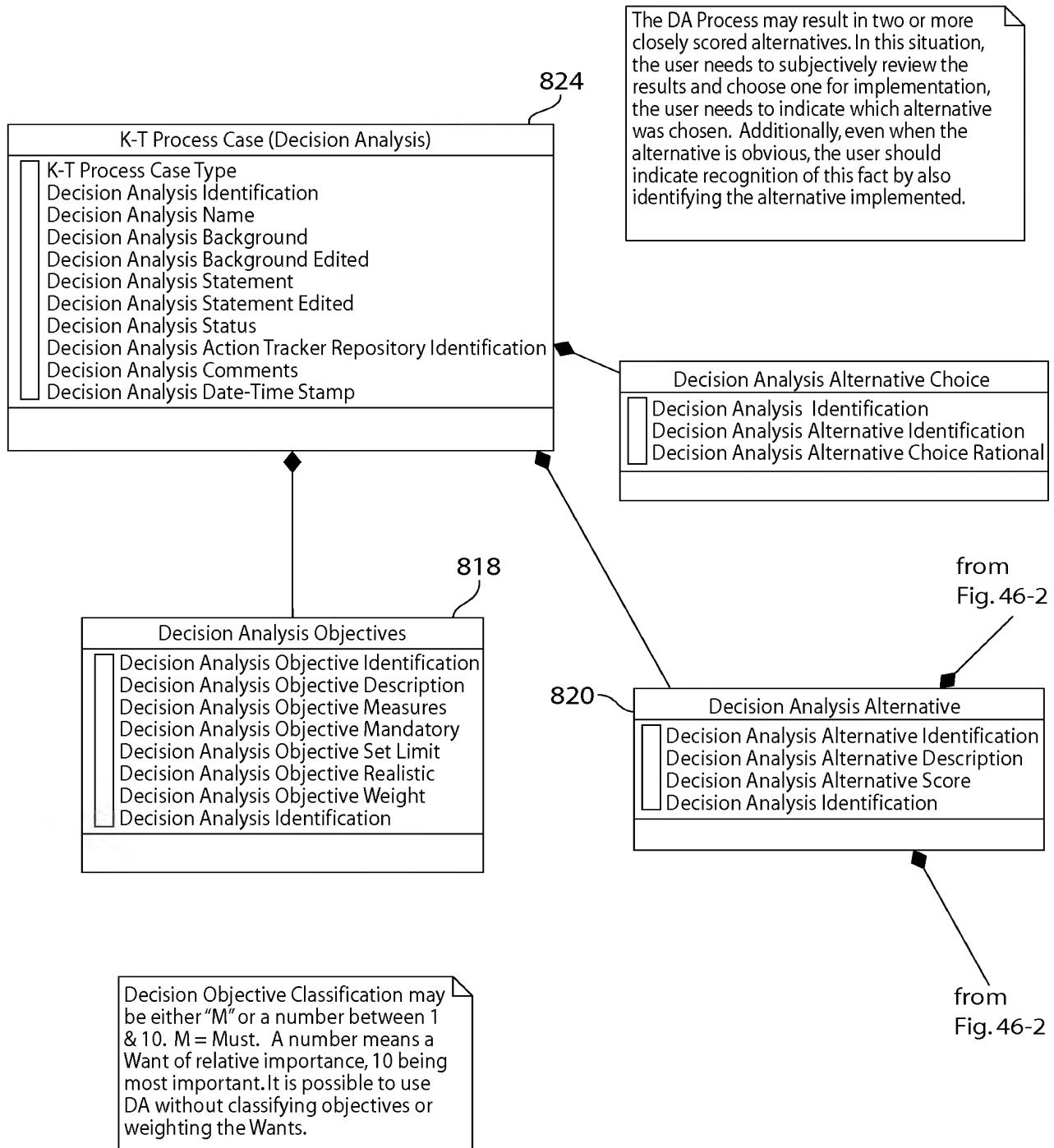
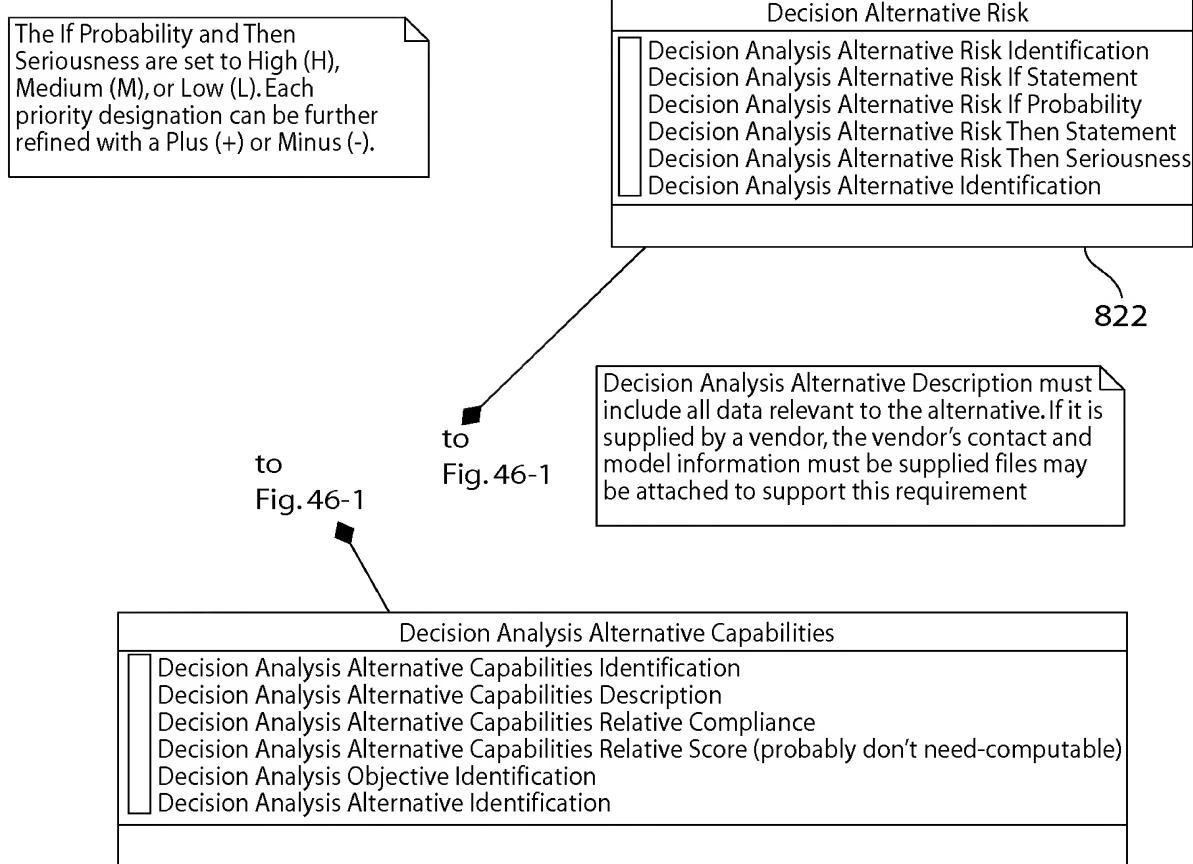


Fig. 46-1

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Decision Alternative Score = Sum of all Decision Alternative Capabilities Relative Score for the specific alternative.

Decision Alternative Capabilities Relative Score = Decision Alternative Capabilities Relative Compliance * Decision Objective Classification.

Decision Alternative Capabilities Relative Compliance is a number from 0 -10 of the relative performance of the alternative to other alternatives

Fig. 46-2

Replacement Sheet

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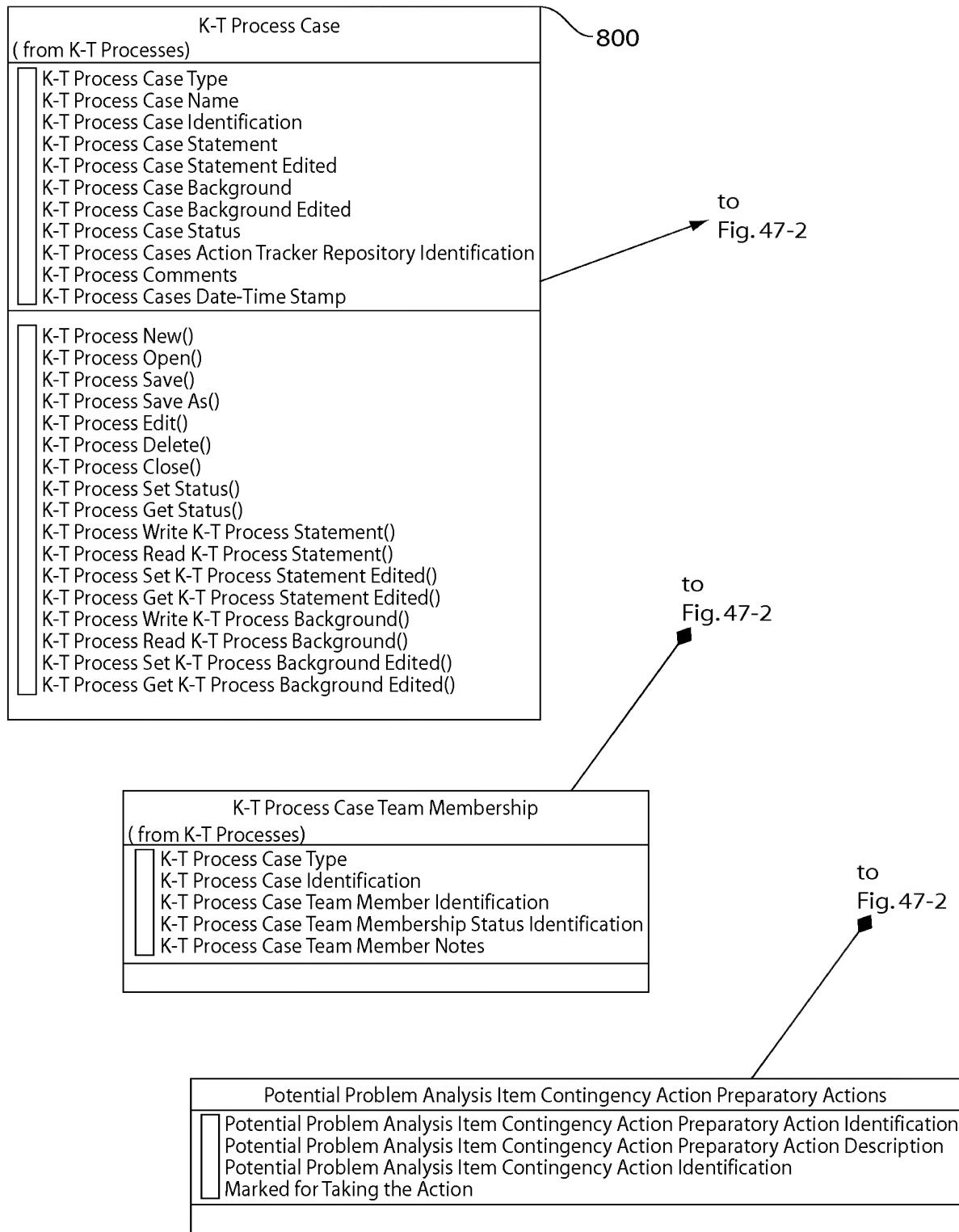


Fig.47-1

Replacement Sheet

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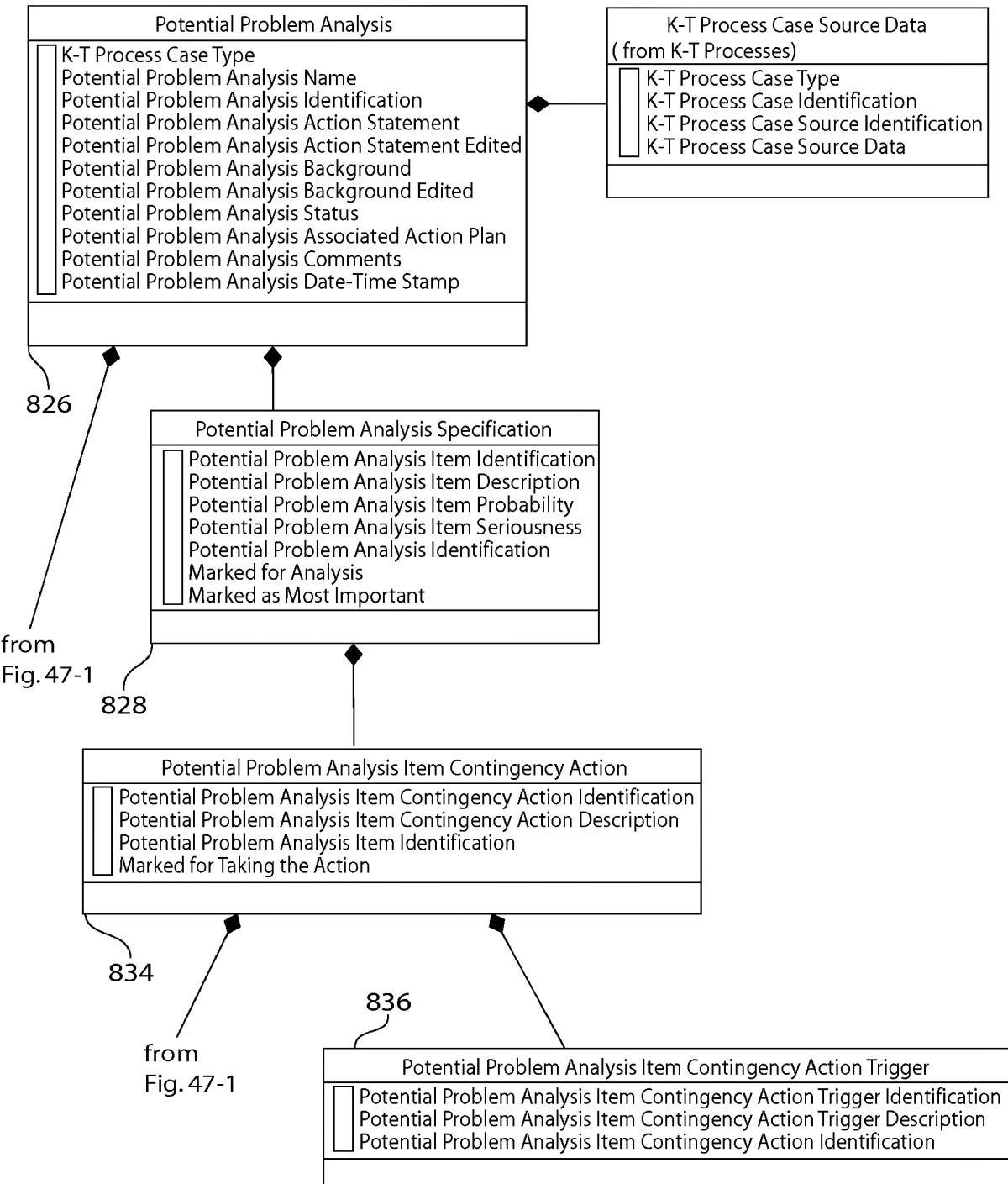
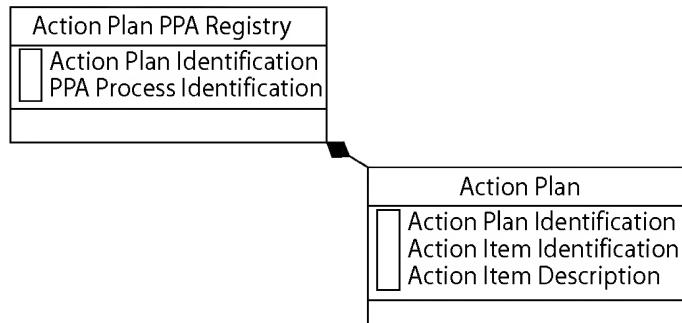


Fig. 47-2

Replacement Sheet

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Imported Data from
 AT-The AT Process provides the TBD data for a specific action which becomes the Action Statement
 SA-The SA Process provides the following outputs to other processes and functionalities: The concern to be resolved the seriousness of the concern, its urgency, its growth and its required actions.
 PA - The PA Process provides the following outputs to the PPA Process: Extend the Cause Question Answers. Extend the Fix Question Answers, Extend the Cause Action Items. Extend the Fix Action Items.
 DA - The DA Process provides the following outputs to the PPA Process: Decision Statement, Best Final Choice, Adverse Consequences with Probability and Seriousness.

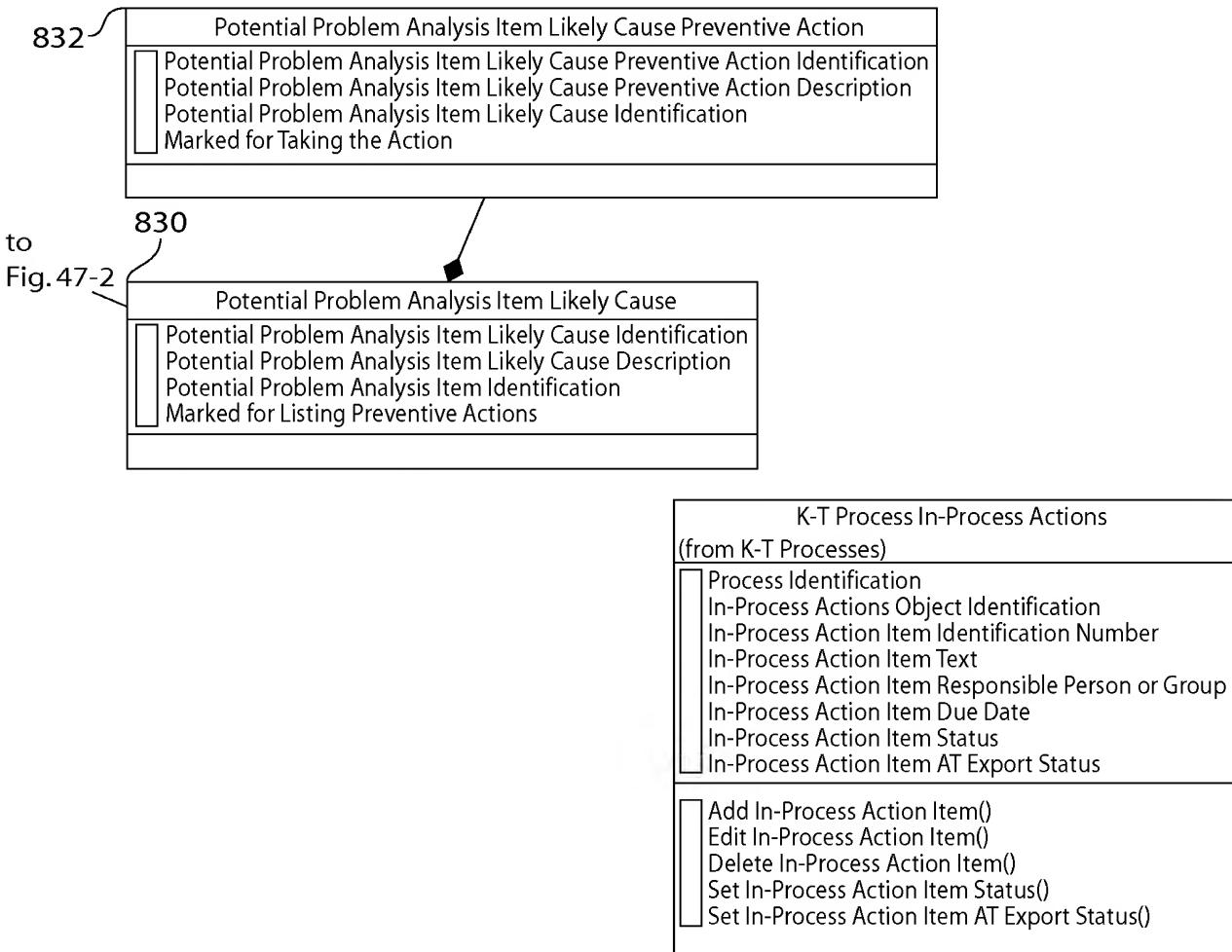


Fig. 47-3

Replacement Sheet

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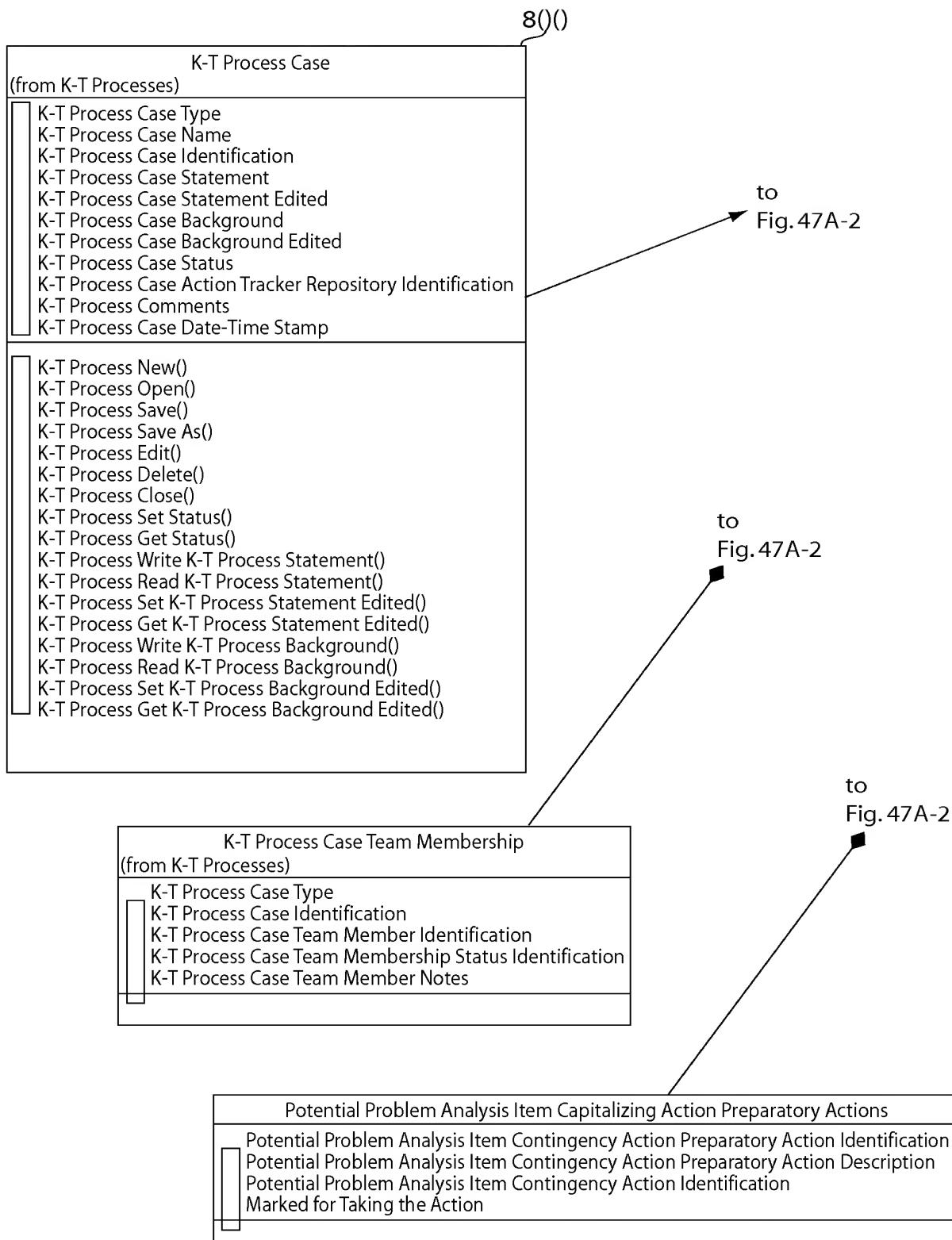


Fig. 47A-1

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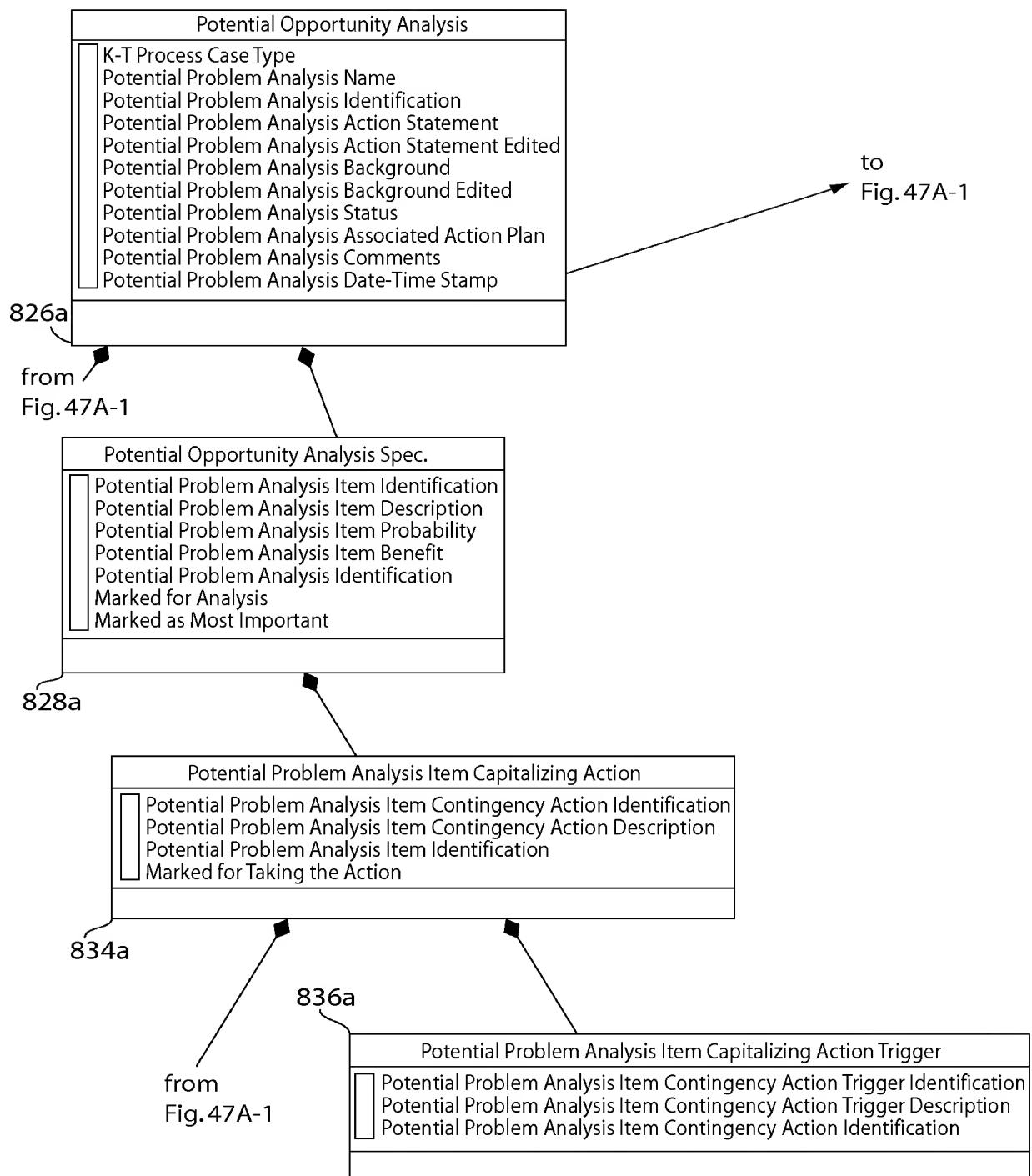
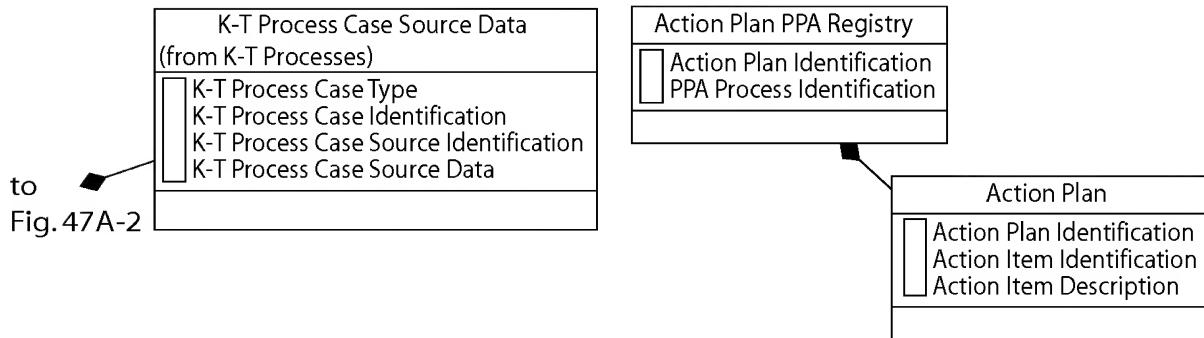


Fig. 47A-2

Replacement Sheet

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Imported Data from

AT - The AT Process provides the TBD data for a specific action which becomes the Action Statement.

SA - The SA Process provides the following outputs to other processes and functionalities: The concern to be resolved, the seriousness of the concern, its urgency, its growth, and its required actions.

PA - The PA Process provides the following outputs to the PPA Process: Extend the Cause Question Answers, Extend the Fix Question Answers, Extend the Cause Action Items, Extend the Fix Action Items.

DA - The DA Process provides the following outputs to the PPA Process: Decision Statement, Best Final Choice, Adverse Consequences with Probability and Seriousness.

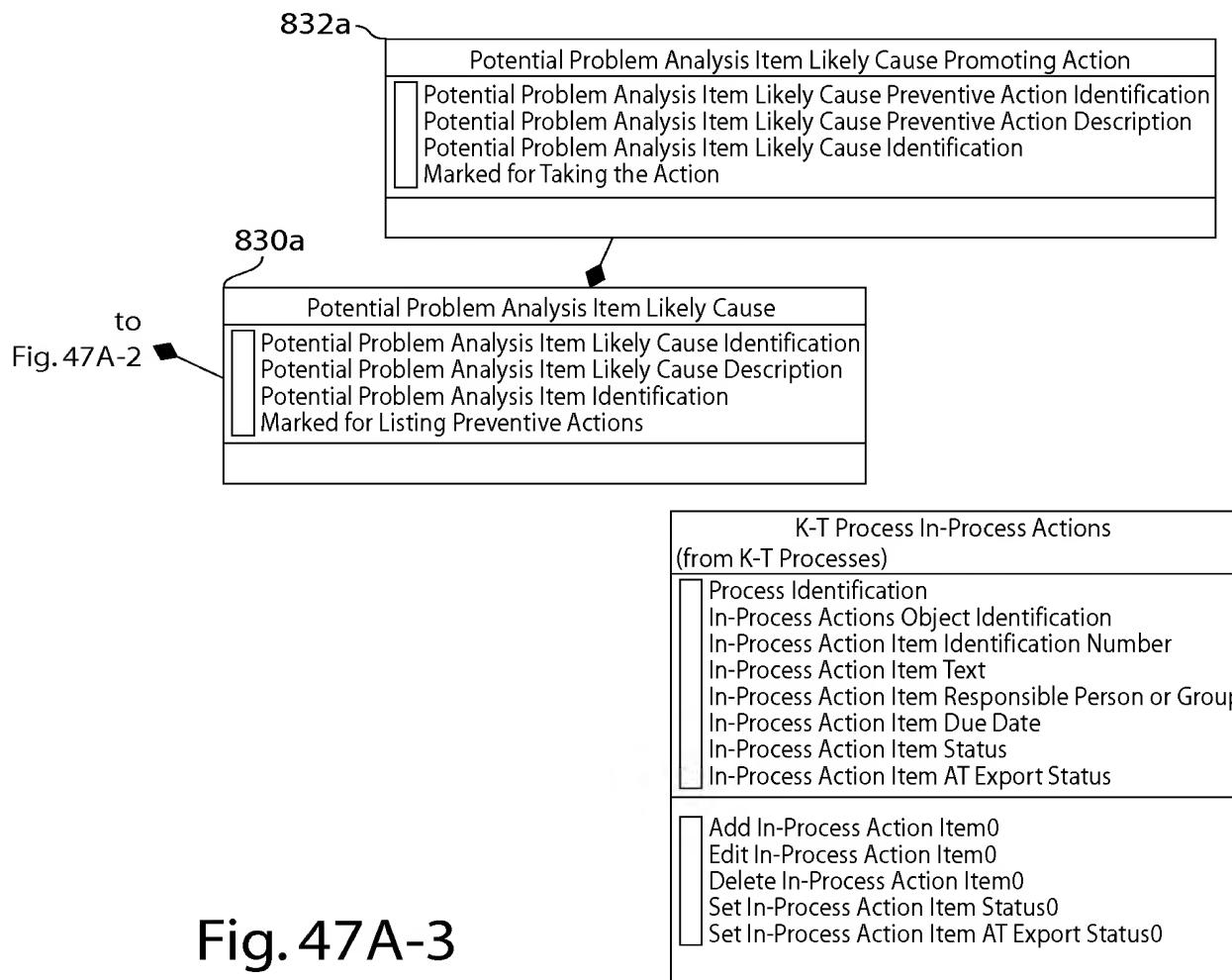


Fig. 47A-3

Replacement Sheet

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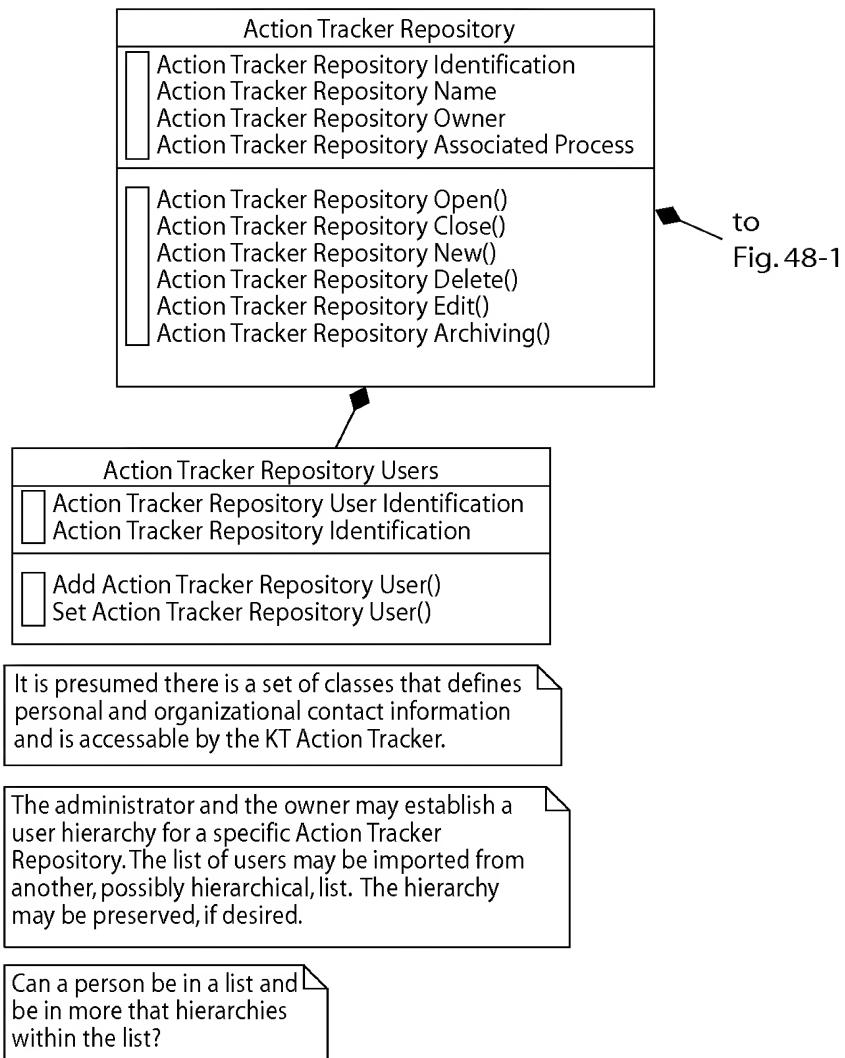


Fig. 48-1

Replacement Sheet

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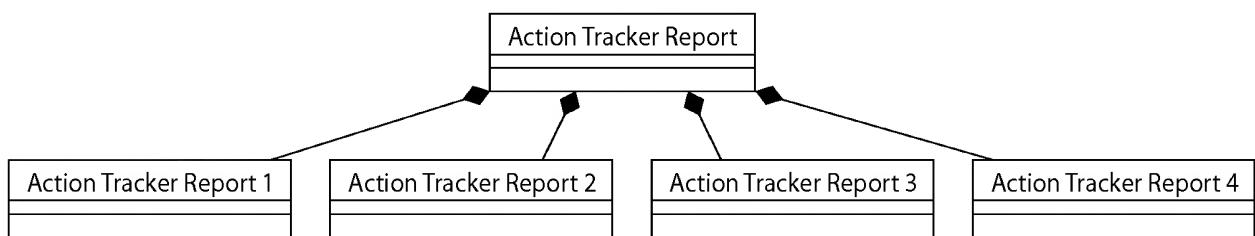
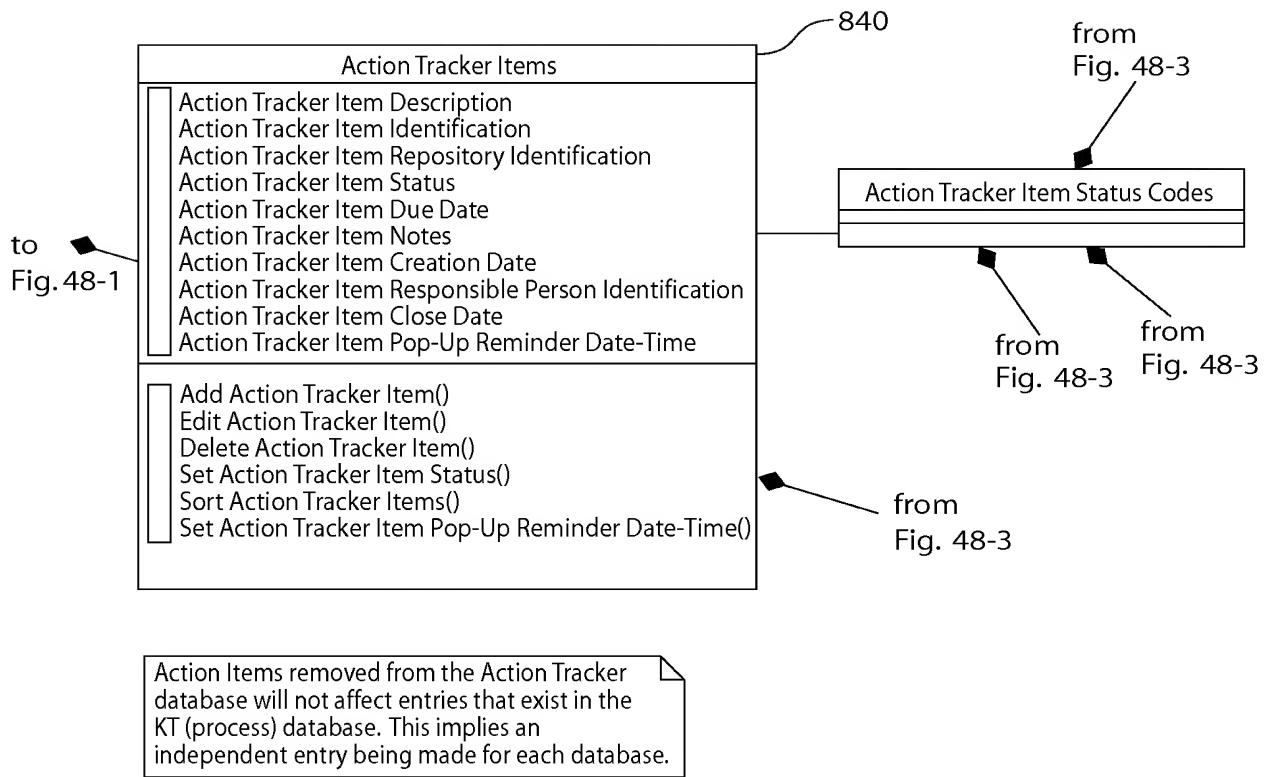


Fig. 48-2

Replacement Sheet

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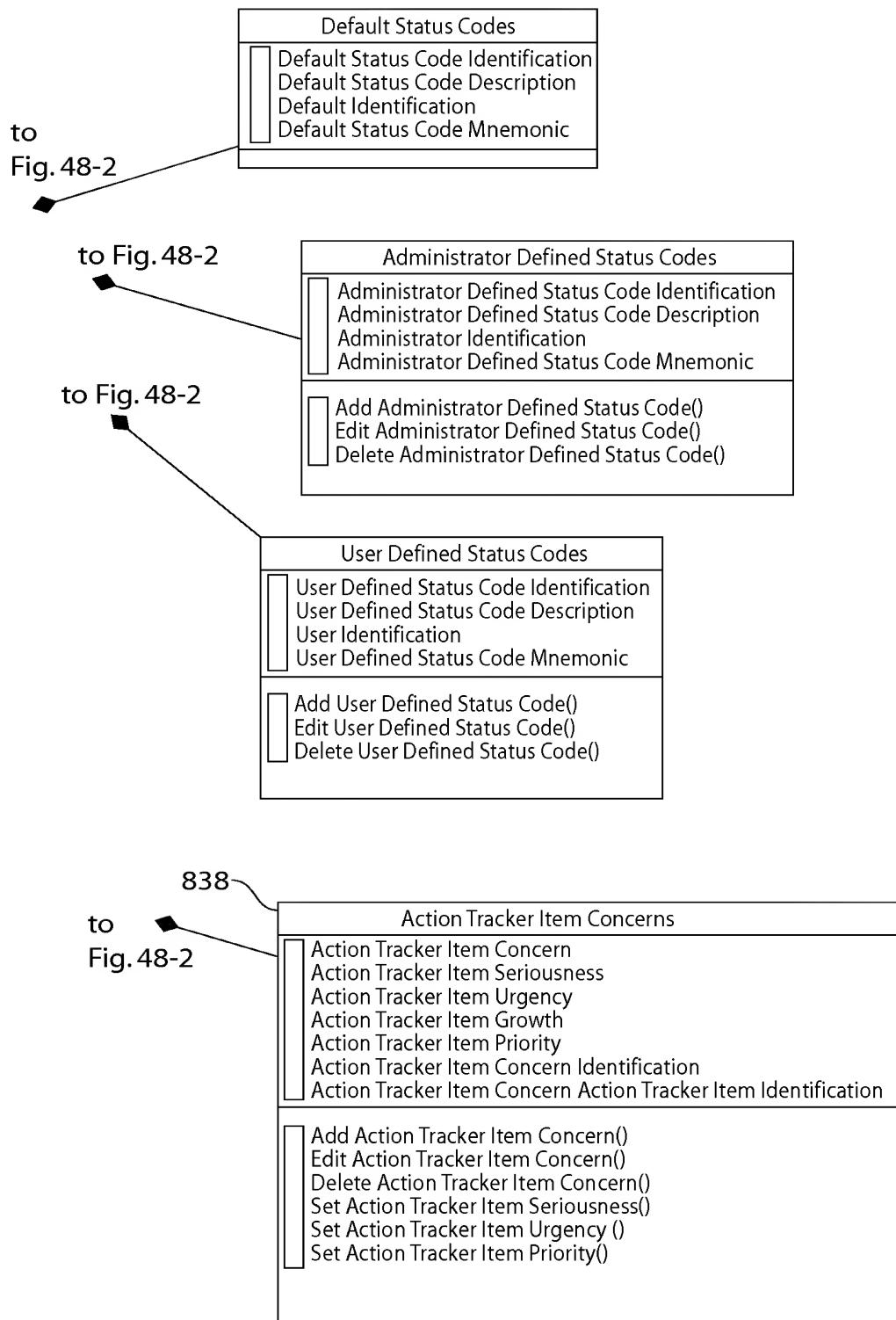


Fig. 48-3

Replacement Sheet

64/149

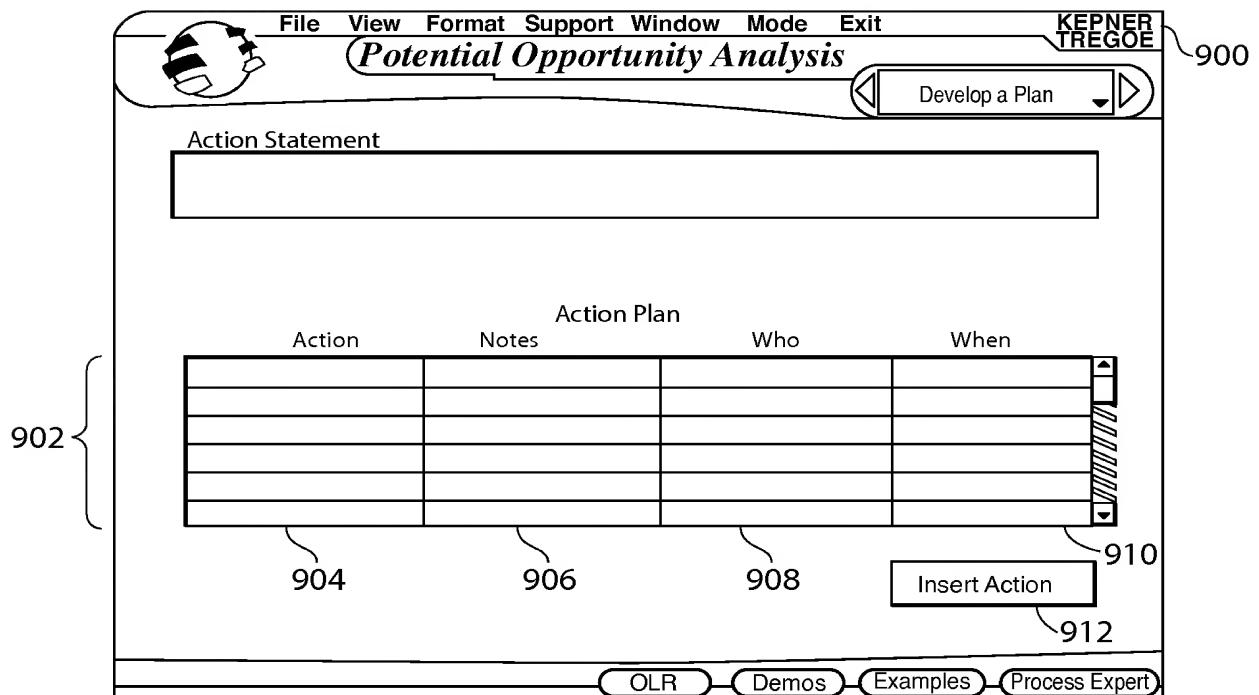


Fig. 49

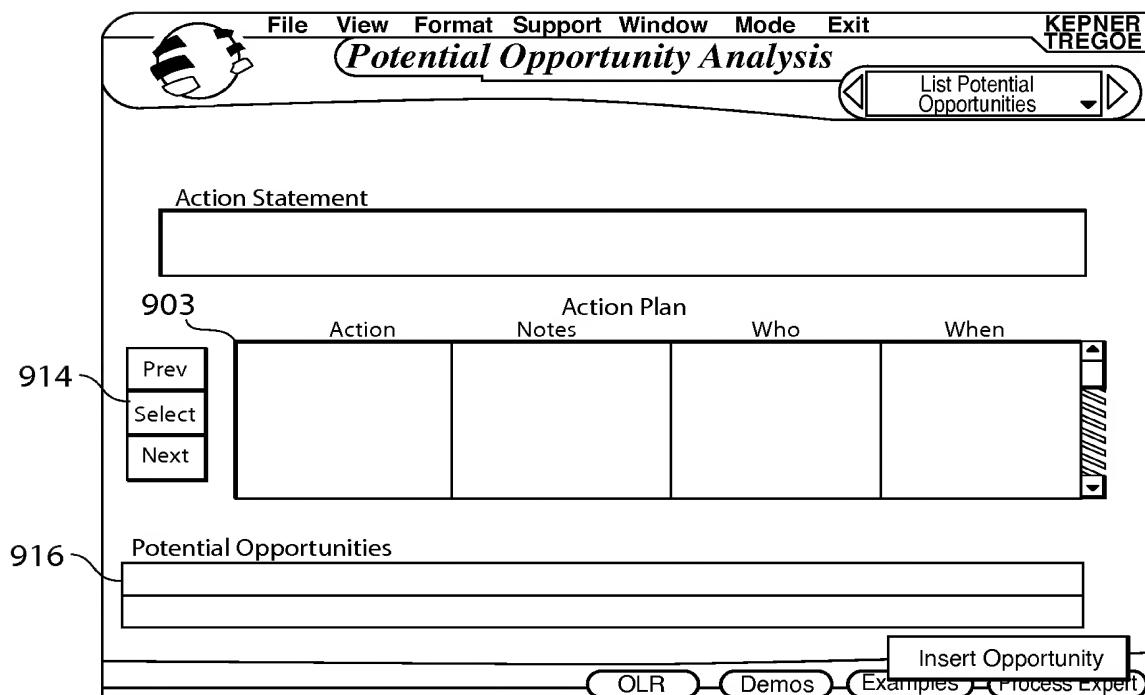


Fig. 50

Replacement Sheet

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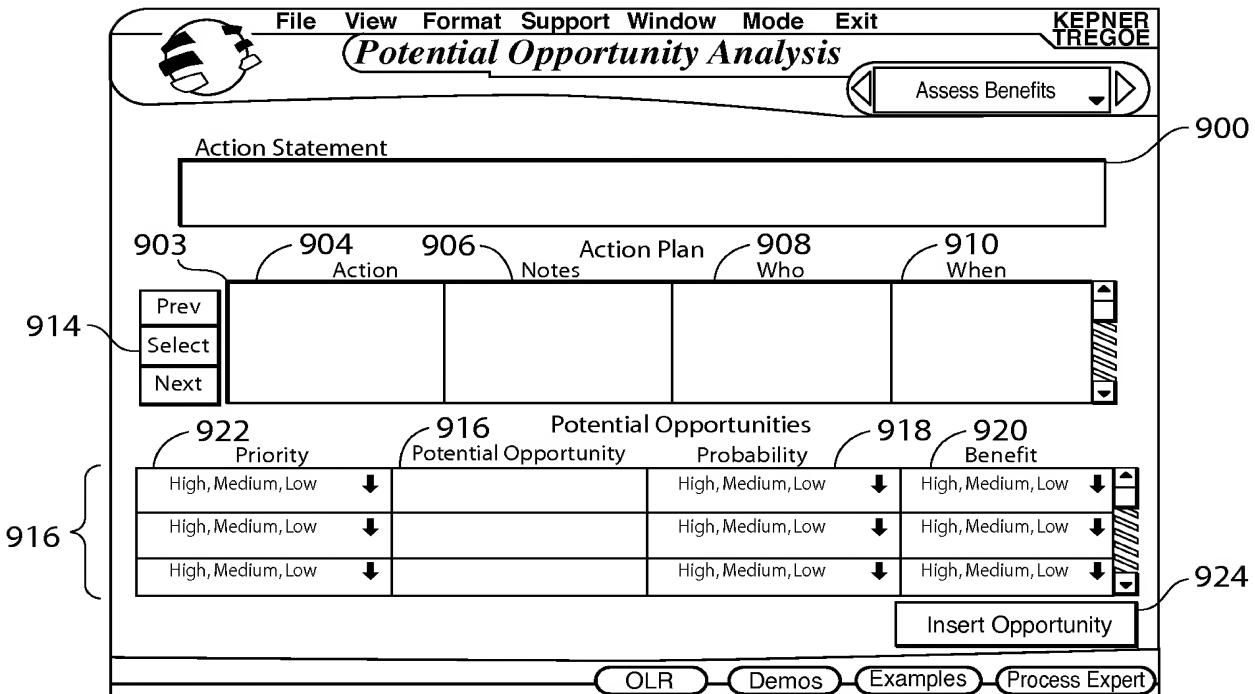


Fig. 51

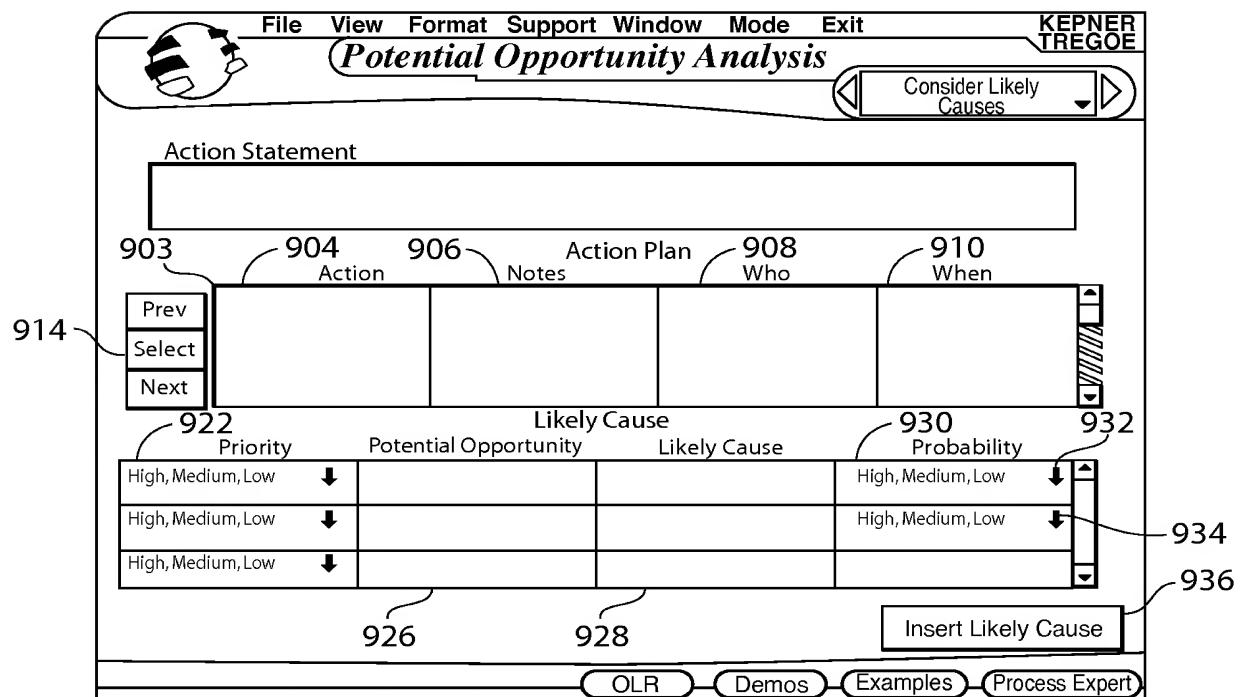


Fig. 52

Replacement Sheet

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Potential Opportunity Analysis

KEPNER TREGOE

Taking Promoting Action

Action Statement

Action Notes Action Plan Who When

Prev Select Next

Promoting Actions

Priority Potential Opportunity Likely Cause Promoting Action

Insert Likely Cause Insert Preventative Action

OLR Demos Examples Process Expert

938

Fig. 53

Potential Opportunity Analysis

KEPNER TREGOE

Taking Capitalizing Action

Action Statement

Action Notes Action Plan Who When

Prev Select Next

Capitalizing Actions

Priority Potential Opportunity Capitalizing Action Trigger

939 940 944

Insert Contingent Action Insert Trigger

OLR Demos Examples Process Expert

942

Fig. 54

Replacement Sheet

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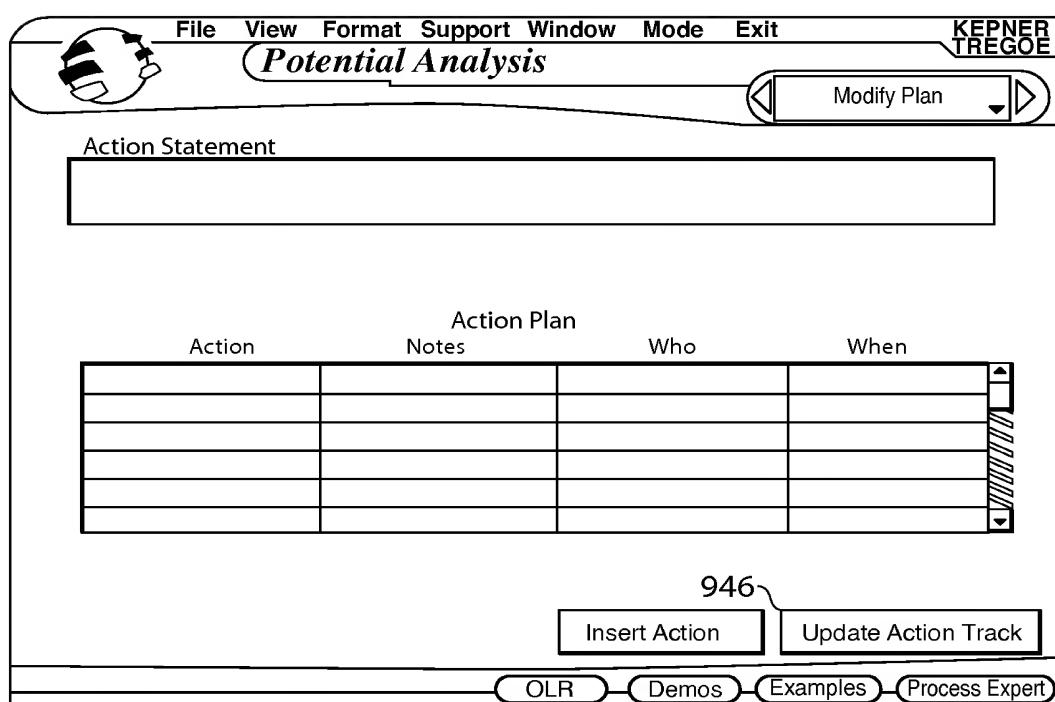


Fig. 55

Replacement Sheet

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Fig. 56

ELECTRONIC TOOL							
Edit	Cell	Communication	View	Support	Window		
State Possible Causes		▼ Problem:				PROBLEM ANALYSIS <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> X	
<u>Describe the Problem</u>						SITUATION APPRAISAL <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> V	
<u>State the Problem</u>						✓ PROBLEM ANALYSIS <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> V	
<u>Specify the Problem</u>						DECISION ANALYSIS <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> ▽	
<u>Identify Possible Causes</u>						POTENTIAL PROBLEM ANALYSIS <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> ▽	
<u>Use Distinctions and Changes</u>						POTENTIAL OPPORTUNITY ANALYSIS <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> ▽	
<u>✓ State Possible Causes</u>						ACTION TRACKER <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> ▽	
<hr/> <u>Evaluate Possible Causes</u> <hr/>							
<u>Test Possible Causes Against Specification</u> <hr/>							
<u>Determine the Most Probable Cause</u> 							
<u>Confirm True Cause</u> <hr/>							
<u>Gather Facts to Verify the True Cause</u> <hr/>							
<u>Think Beyond the Fix</u>							
<input type="checkbox"/> Notepad		<input checked="" type="checkbox"/> Support		1 2 3		Go to Interview Mode	
				 Previous Screen		Next Screen 	

Replacement Sheet

69/149

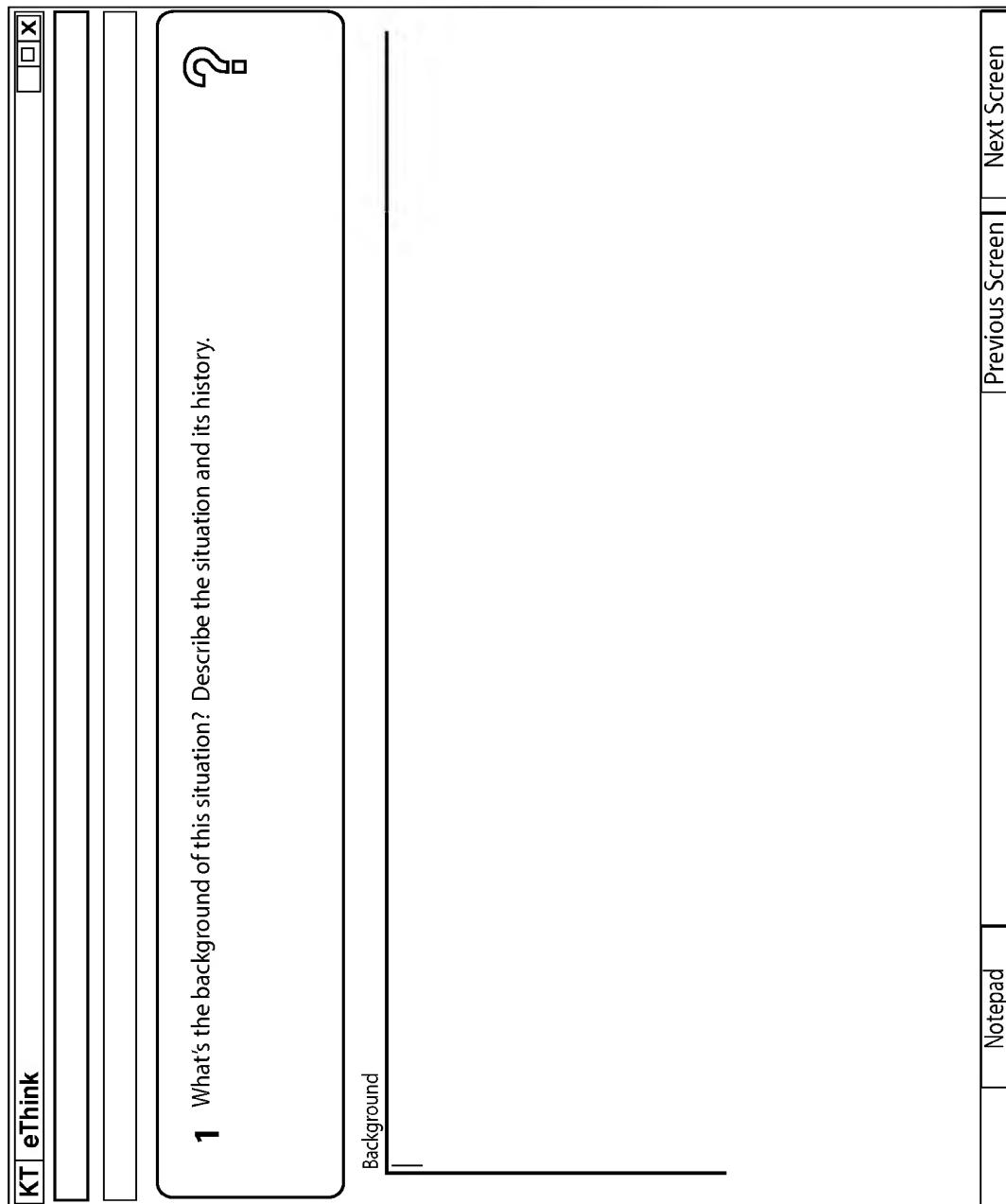
KT	eThink
<input type="checkbox"/>	<input checked="" type="checkbox"/> X
<p>You've chosen to conduct a <u>Situation Appraisal</u>. If you're concerned about a situation and are not sure what to do, this process will help you.</p> <ul style="list-style-type: none">• Identify and prioritize specific <u>concerns</u>.• Understand the actions to take to resolve them. <p>Before you begin the appraisal, you'll complete these steps:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"><p>1 Record the background of the situation.</p><p>2 record the theme of the appraisal.</p></div>	
Notepad	Previous Screen Next Screen

Fig. 57

Replacement Sheet

70/149

Fig.58



Replacement Sheet

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Fig. 5.9

Replacement Sheet

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Fig. 60

The image shows a digital form titled "KT eThink" with a header section and a main content area. The header includes a logo with "KT" and "eThink", and a small box with a "X" and a "checkbox". The main content area contains a text instruction and a numbered list of steps:

You've recorded the situation background. Now, you'll identify your concerns about this situation by completing these steps:

1 Record your concerns.

2 Separate and clarify your concerns until they are actionable.

3 Review your concerns.

At the bottom right of the form, there are buttons for "Notepad", "Previous Screen", and "Next Screen".

Replacement Sheet

73/149

Fig.61

KT eThink

1 What are your concerns about this situation? Record a brief description of each issue, threat, or opportunity you're facing.

Concerns

?

--	--	--	--	--	--

Insert New Concern

Previous Screen | Next Screen

Notepad

Replacement Sheet

74/149

The screenshot shows a software window titled 'KT eThink'. The window has a toolbar at the top with icons for 'New', 'Open', 'Save', 'Print', and 'Exit'. The main area is divided into two panels:

- Left Panel:** A large text box containing the following text:

2a What do you mean by [concern X]? Separate and clarify your concern by rewriting it as one or more statements in which the meaning and action required are clear. If the meaning and action required are already clear, click "Keep concern as is".

Below this text is a table with the header 'Separated and Clarified Concerns'. The table has four columns and four rows, with the last cell containing a question mark.

Right Panel: A table with the header 'Concern 0 of 0'. It has two rows: 'Previous Concern' and 'Next Concern'. To the right of this table is a circular arrow icon.

Bottom Buttons: A row of buttons including 'New', 'Open', 'Save', 'Print', 'Exit', 'Notepad', 'Previous Screen', and 'Next Screen'.

Fig. 62

Replacement Sheet

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Fig. 63

Replacement Sheet

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Fig.64

You've identified and clarified your concerns. In the next section, you'll set priority for resolving your concerns. Is the order in which the concerns need to be resolved clear?

Yes, and I would like to set the priority now

No, I need to determine the Current Impact, Future Impact, and Time Frame of each concern before I can determine the priority.

Notepad Previous Screen Next Screen

Replacement Sheet

77/149

Fig. 65

The image shows a digital notepad interface. At the top left is the logo 'KT eThink'. To the right of the logo is a small window with a 'X' button and a '□' button. The main area contains a list of steps:

You've chosen to set priority now. To do that, you'll follow these steps:

- 1 Determine whether each concern is of High, Medium, or Low priority.
- 2 Review your priorities.

At the bottom right of the notepad are three buttons: 'Notepad' (highlighted in blue), 'Previous Screen', and 'Next Screen'.

Replacement Sheet

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Fig.66

KT eThink

☐ ☐ X

1 What's the priority for resolving each concern? Prioritize your concerns as High, Medium, or Low, depending on their importance and the order in which you will resolve them.

?

Concerns	Priority
	High <input checked="" type="checkbox"/>

Insert New Concern

Notepad

Previous Screen

Next Screen

Replacement Sheet

79/149

Fig.67

KT eThink

X

2 Review your prioritized concerns. Does the priority you set accurately indicate which concerns you should work on first? If not, change the priority.

Concerns	Priority
	High <input checked="" type="checkbox"/>

Insert New Concern

Notepad

Previous Screen

Next Screen

Replacement Sheet

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KT eThink	<input type="checkbox"/> <input checked="" type="checkbox"/> X
<p>You've prioritized your concerns. Now you'll determine what to do to resolve each concern by completing these steps:</p> <p>1 Determine the process you'll use.</p> <p>2 Describe how you'll resolve your concerns.</p>	
Notepad	Previous Screen Next Screen

Fig. 68

Replacement Sheet

81/149

KT eThink

1 What process should you use to resolve [concern X]? Choose the most appropriate process from the list if you want to take action without any analysis, choose None required.

?

Concerns	Process
	Situation Appraisal <input checked="" type="checkbox"/>

Fig. 69

Replacement Sheet

82/149

2a What do you need to do to resolve [concernX]? Briefly describe how you plan to resolve the concern.
?

Concerns	Process	Resolution
	Situation Appraisal <input checked="" type="checkbox"/>	
	Situation Appraisal <input checked="" type="checkbox"/>	
	Situation Appraisal <input checked="" type="checkbox"/>	
	Situation Appraisal <input checked="" type="checkbox"/>	

2b Record the resolution for another concern

Concern
2 of 2

Previous Concern Next Concern

Notepad Previous Screen Next Screen

Insert New Concern

Fig. 70

Replacement Sheet

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KT	eThink
<input type="checkbox"/>	<input checked="" type="checkbox"/> X
<p>You've determined how to resolve your concerns. Now, you'll develop a plan for resolving the concerns by completing these steps.</p>	
<p>1 Record actions needed to resolve the concern and assign responsibility for the actions.</p>	
<p>2 Review your plan.</p>	
Notepad	Previous Screen Next Screen

Fig. 71

Replacement Sheet

84/149

1a What needs to be done to accomplish [Resolution X]? Review the concern, and record the specific actions needed to resolve it. For each action, record.

?

Concerns	Priority	Process	Resolution	Actions	When	Who	Role
	High	<input checked="" type="checkbox"/> Situation Appraisal					
	High	<input checked="" type="checkbox"/> Situation Appraisal					
	High	<input checked="" type="checkbox"/> Situation Appraisal					
	High	<input checked="" type="checkbox"/> Situation Appraisal					

1b Assign actions for another concern.

Concern
2 of 5

Previous Concern
Next Concern

Insert New Action

Notepad

Previous Screen

Next Screen

Fig. 72

Replacement Sheet

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Fig. 73

Replacement Sheet

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ELECTRONIC TOOL		Edit Cell Communication View Support Window		PROBLEM ANALYSIS	
Use Distinctions and Changes		Problem: Flight attendants have red sweat		Changes	
What object?	Is Flight attendants	Is Not Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants	Distinctions Demonstrate safety equipment	New life vests (early January)	
	Both male and female	Only female Only male			
What Deviation?	Red sweat	Blisters, sores			
	Perspiration with red particles	Blood	0		
Where Geographically?	On our A300s	Other carriers using A300s Our DC-9s	Our A300 interior configuration	New counter tops (early March) New cleanser (mid March) newsafety equipment (early January)	
	Three 727s	Other Eastern 727s	different flotation devices	new life vests (early January)	
	NY-Florida (A300)	Our other A300 routes	Flights over water	No known change	
	NY-Chicago (727)	Our other 727			
	NY-Toronto (727)				

Fig. 74

Replacement Sheet

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ELECTRONIC TOOL					
Edit	Cell	Communication	View	Support	Window
Use Distinctions and Changes			PROBLEM ANALYSIS		
▼			▼		
Problem: Flight attendants			have red sweat		
<p>In the Use Distinction and Changes step of Problem Analysis, you will gain insight into the data you developed in Specify the Problem. Here are the steps you will follow:</p> <p> 1 Look for all possible Distinctions between the "Is" and "Is Not" in your Object data and record those Distinctions in the appropriate cell.</p> <p> 2 Repeat step 1 for every "Is/Is Not" pair in your specification.</p> <p> 3 Reflect on your data, making sure it is complete and specific.</p> <p> 4 Look for Changes that may be associated with each Distinction about your Object, and record those Changes in the appropriate cell.</p> <p> 5 Repeat step 4 for every Distinction that you have identified.</p> <p> 6 Reflect on your data, making sure it is complete and specific.</p>					
<p> Notepad  Support  Go to Worksheet Mode  Previous Screen  Next Screen </p>					

Fig. 75

Replacement Sheet

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ELECTRONIC TOOL

Edit Cell Communication View Support Window PROBLEM ANALYSIS ▽

Use Distinctions and Changes ▽ Problem: Flight attendants have red sweat

1 Look at the "What Object?" is/is not pair below. What is distinct (different odd, special or unique) about Flight attendants when compared to Pilots, Passengers.

Type an answer in the Distinctions cell below.

If you find another Distinction, click the Insert Distinction button, then type the new Distinction in the new cell.

Is	Is Not	Distinctions
What object?	Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants	Demonstrate safety equipment

Insert New Distinction

2 When you can think of no other Distinction for this "Is"/"Is Not" pair, click the Next Pair button to consider the next pair, then repeat step 1.

Pair 1 of 5

Previous Pair ▲ Next Pair ▼

Notepad Support Go to Worksheet Mode

◀ Previous Screen Next Screen ▶

Fig. 76

Replacement Sheet

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ELECTRONIC TOOL		PROBLEM ANALYSIS	
Edit	Cell	Communication	View
Support	Window	PROBLEM ANALYSIS	
Use Distinctions and Changes		Problem: Flight attendants have red sweat	
<p>3 Here are all the Distinctions you recorded. Review your data now and make any additions or corrections.</p>			
What object?	Is Flight attendants	Is Not Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants	Distinctions
What deviation?	Both male and female	Only female Only male Blisters, sores Blood	Demonstrate safety equipment Touch lifevests Touch oxygen masks Handle sample belts
Where geographically?	Red sweat Perspiration with red particles On our A300s	Other carriers using A300s Our DC9s	Our A300 interior configuration
<input type="button" value="Insert New Distinction"/> <input type="button" value="Previous Screen"/> <input type="button" value="Next Screen"/> <input type="button" value="Go to Worksheet Mode"/>			

Fig. 77

Replacement Sheet

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ELECTRONIC TOOL

Edit Cell Communication View Support Window

State Possible Causes ▾ **Problem:** Flight attendants have red sweat

PROBLEM ANALYSIS ▾

1 How could new life vests (early January)

Cause:
Red sweat

In, around, or between:
Flight attendants

Type your answer in the Possible Cause area below. If you find more than one Possible Cause for this Change, click the Insert Cause button, then type the new Possible Cause in the new cell.

Possible Causes

Dye rubs off on flight attendants
Allergic reaction by flight attendants

Insert New Cause

2 When you can think of no other Possible Causes for this Change, click the Next Change button to consider the next Change from those you listed previously.

Change 1 of 3

Previous Change ▲
Next Change ▼

◀ Previous Screen ▶ Next Screen

Notepad Support Go to Worksheet Mode

Fig. 78

Replacement Sheet

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ELECTRONIC TOOL		PROBLEM ANALYSIS																																																																																																						
Edit	Cell	Communication	View	Support	Window	-																																																																																																		
Test Possible Causes Against Spec. ▶		Problem: Flight attendants have red sweat				▼																																																																																																		
<p>Select a cause to test: Ink from the printed letters causing allergic reactions in some attendants ▶</p> <table border="1"> <thead> <tr> <th>What object?</th> <th>Is</th> <th>Is Not</th> <th>Conditions</th> <th colspan="4">Assumptions or Reasons</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Both male and female</td> <td>Flight attendants</td> <td>Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants</td> <td>only if...</td> <td colspan="4"> <input checked="" type="checkbox"/> the flight attendants are the only ones touching life vests </td> </tr> <tr> <td>Only female</td> <td>Only male</td> <td>yes, because...</td> <td colspan="4"> <input checked="" type="checkbox"/> men and women can have allergies </td> </tr> <tr> <td>Only male</td> <td></td> <td></td> <td colspan="4"> <input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat </td> </tr> <tr> <td></td> <td></td> <td></td> <td colspan="4"> <input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat </td> </tr> <tr> <td rowspan="2">What Deviation?</td> <td>Red sweat</td> <td>Blisters, sores</td> <td>no, because...</td> <td colspan="4"> <input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat </td> </tr> <tr> <td>Perspiration with red particles</td> <td>Blood</td> <td>no, because...</td> <td colspan="4"> <input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat </td> </tr> <tr> <td rowspan="4">Where Geographically?</td> <td>On our A300s</td> <td>Other carriers using A300s Our DC-9s</td> <td>yes, because...</td> <td colspan="4"> <input checked="" type="checkbox"/> only our A300s use vests with printing </td> </tr> <tr> <td>Three 727s</td> <td>Other Eastern 727s</td> <td>yes, because...</td> <td colspan="4"> <input checked="" type="checkbox"/> only those 727s use vests with printing </td> </tr> <tr> <td>NY-Florida (A300)</td> <td>Our other A300</td> <td>yes, because...</td> <td colspan="4"> <input checked="" type="checkbox"/> only these routes use </td> </tr> <tr> <td></td> <td></td> <td></td> <td colspan="4">▶</td> </tr> <tr> <td colspan="8" style="text-align: right;">Insert Reason or Assumption</td> </tr> <tr> <td colspan="2"> <input type="button" value="Notepad"/> <input type="button" value="Support"/> </td> <td colspan="2"> <input type="button" value="120 Go to Interview Mode"/> </td> <td colspan="2"> <input type="button" value="◀ Previous Screen"/> <input type="button" value="Next Screen ▶"/> </td> <td colspan="2"></td> </tr> </tbody> </table>								What object?	Is	Is Not	Conditions	Assumptions or Reasons				Both male and female	Flight attendants	Pilots, Passengers, Ground Crew, Gate Agents, Lead Flight Attendants	only if...	<input checked="" type="checkbox"/> the flight attendants are the only ones touching life vests				Only female	Only male	yes, because...	<input checked="" type="checkbox"/> men and women can have allergies				Only male			<input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat							<input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat				What Deviation?	Red sweat	Blisters, sores	no, because...	<input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat				Perspiration with red particles	Blood	no, because...	<input checked="" type="checkbox"/> allergies cause rash & blisters, not sweat				Where Geographically?	On our A300s	Other carriers using A300s Our DC-9s	yes, because...	<input checked="" type="checkbox"/> only our A300s use vests with printing				Three 727s	Other Eastern 727s	yes, because...	<input checked="" type="checkbox"/> only those 727s use vests with printing				NY-Florida (A300)	Our other A300	yes, because...	<input checked="" type="checkbox"/> only these routes use							▶				Insert Reason or Assumption								<input type="button" value="Notepad"/> <input type="button" value="Support"/>		<input type="button" value="120 Go to Interview Mode"/>		<input type="button" value="◀ Previous Screen"/> <input type="button" value="Next Screen ▶"/>			
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	Three 727s	Other Eastern 727s	yes, because...	<input checked="" type="checkbox"/> only those 727s use vests with printing																																																																																																				
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Fig. 79

Replacement Sheet

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ELECTRONIC TOOL		Edit	Cell	Communication	View	Support	Window	PROBLEM ANALYSIS									
Test Possible Causes Against Spec. ▾		Problem: Flight attendants have red sweat						▼									
<p>3 Select a Cause</p> <p>1 Which cause would you like to test? Select a cause to test from the list below.</p> <table border="1"> <thead> <tr> <th>Cause</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Ink from the canvas causing allergic reactions in some attendants</td> <td>Not started</td> </tr> <tr> <td>Ink from the printed letters causing allergic reactions in some attendants</td> <td>In progress</td> </tr> <tr> <td>Flakes of ink rubbing off on attendants' skin, mixing with perspiration</td> <td>▶</td> </tr> </tbody> </table> <p>2 In the next step, you'll test this cause against each pair of Is/Is Not statements in the spec. The object of this step is to try to think of every reason why this statement <i>might not be</i> the cause of: Flight attendants have red sweat To do this, you'll list facts and assumptions about your cause that make the cause difficult or impossible to accept.</p> <p>4</p> <p>5 "You've recorded the test results for this cause. You can now move on to the next cause, or you can click Select Cause to test a different cause.</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p> <p>26</p> <p>27</p> <p>28</p> <p>29</p> <p>30</p> <p>31</p> <p>32</p> <p>33</p> <p>34</p> <p>35</p> <p>36</p> <p>37</p> <p>38</p> <p>39</p> <p>40</p> <p>41</p> <p>42</p> <p>43</p> <p>44</p> <p>45</p> <p>46</p> <p>47</p> <p>48</p> <p>49</p> <p>50</p> <p>51</p> <p>52</p> <p>53</p> <p>54</p> <p>55</p> <p>56</p> <p>57</p> <p>58</p> <p>59</p> <p>60</p> <p>61</p> <p>62</p> <p>63</p> <p>64</p> <p>65</p> <p>66</p> <p>67</p> <p>68</p> <p>69</p> <p>70</p> <p>71</p> <p>72</p> <p>73</p> <p>74</p> <p>75</p> <p>76</p> <p>77</p> <p>78</p> <p>79</p> <p>80</p> <p>81</p> <p>82</p> <p>83</p> <p>84</p> <p>85</p> <p>86</p> <p>87</p> <p>88</p> <p>89</p> <p>90</p> <p>91</p> <p>92</p> <p>93</p> <p>94</p> <p>95</p> <p>96</p> <p>97</p> <p>98</p> <p>99</p> <p>100</p> <p>101</p> <p>102</p> <p>103</p> <p>104</p> <p>105</p> <p>106</p> <p>107</p> <p>108</p> <p>109</p> <p>110</p> <p>111</p> <p>112</p> <p>113</p> <p>114</p> <p>115</p> <p>116</p> <p>117</p> <p>118</p> <p>119</p> <p>120</p> <p>121</p> <p>122</p> <p>123</p> <p>124</p> <p>125</p> <p>126</p> <p>127</p> <p>128</p> <p>129</p> <p>130</p> <p>131</p> <p>132</p> <p>133</p> <p>134</p> <p>135</p> <p>136</p> <p>137</p> <p>138</p> <p>139</p> <p>140</p> <p>141</p> <p>142</p> <p>143</p> <p>144</p> <p>145</p> <p>146</p> <p>147</p> <p>148</p> <p>149</p> <p>150</p> <p>151</p> <p>152</p> <p>153</p> <p>154</p> <p>155</p> <p>156</p> <p>157</p> <p>158</p> <p>159</p> <p>160</p> <p>161</p> <p>162</p> <p>163</p> <p>164</p> <p>165</p> <p>166</p> <p>167</p> <p>168</p> <p>169</p> <p>170</p> <p>171</p> <p>172</p> <p>173</p> <p>174</p> <p>175</p> <p>176</p> <p>177</p> <p>178</p> <p>179</p> <p>180</p> <p>181</p> <p>182</p> <p>183</p> <p>184</p> <p>185</p> <p>186</p> <p>187</p> <p>188</p> <p>189</p> <p>190</p> <p>191</p> <p>192</p> <p>193</p> <p>194</p> <p>195</p> <p>196</p> <p>197</p> <p>198</p> <p>199</p> <p>200</p> <p>201</p> <p>202</p> <p>203</p> <p>204</p> <p>205</p> <p>206</p> <p>207</p> <p>208</p> <p>209</p> <p>210</p> <p>211</p> <p>212</p> <p>213</p> <p>214</p> <p>215</p> <p>216</p> <p>217</p> <p>218</p> <p>219</p> <p>220</p> <p>221</p> <p>222</p> <p>223</p> <p>224</p> <p>225</p> <p>226</p> <p>227</p> <p>228</p> <p>229</p> <p>230</p> <p>231</p> <p>232</p> <p>233</p> <p>234</p> <p>235</p> <p>236</p> <p>237</p> <p>238</p> <p>239</p> <p>240</p> <p>241</p> <p>242</p> <p>243</p> <p>244</p> <p>245</p> <p>246</p> <p>247</p> <p>248</p> <p>249</p> <p>250</p> <p>251</p> <p>252</p> <p>253</p> <p>254</p> <p>255</p> <p>256</p> <p>257</p> <p>258</p> <p>259</p> <p>260</p> <p>261</p> <p>262</p> <p>263</p> <p>264</p> <p>265</p> <p>266</p> <p>267</p> <p>268</p> <p>269</p> <p>270</p> <p>271</p> <p>272</p> <p>273</p> <p>274</p> <p>275</p> <p>276</p> <p>277</p> <p>278</p> <p>279</p> <p>280</p> <p>281</p> <p>282</p> <p>283</p> <p>284</p> <p>285</p> <p>286</p> <p>287</p> <p>288</p> <p>289</p> <p>290</p> <p>291</p> <p>292</p> <p>293</p> <p>294</p> <p>295</p> <p>296</p> <p>297</p> <p>298</p> <p>299</p> <p>300</p> <p>301</p> <p>302</p> <p>303</p> <p>304</p> <p>305</p> <p>306</p> <p>307</p> <p>308</p> <p>309</p> <p>310</p> <p>311</p> <p>312</p> <p>313</p> <p>314</p> <p>315</p> <p>316</p> <p>317</p> <p>318</p> <p>319</p> <p>320</p> <p>321</p> <p>322</p> <p>323</p> <p>324</p> <p>325</p> <p>326</p> <p>327</p> <p>328</p> <p>329</p> <p>330</p> <p>331</p> <p>332</p> <p>333</p> <p>334</p> <p>335</p> <p>336</p> <p>337</p> <p>338</p> <p>339</p> <p>340</p> <p>341</p> <p>342</p> <p>343</p> <p>344</p> <p>345</p> <p>346</p> <p>347</p> <p>348</p> <p>349</p> <p>350</p> <p>351</p> <p>352</p> <p>353</p> <p>354</p> <p>355</p> <p>356</p> <p>357</p> <p>358</p> <p>359</p> <p>360</p> <p>361</p> <p>362</p> <p>363</p> <p>364</p> <p>365</p> <p>366</p> <p>367</p> <p>368</p> <p>369</p> <p>370</p> <p>371</p> <p>372</p> <p>373</p> <p>374</p> <p>375</p> <p>376</p> <p>377</p> <p>378</p> <p>379</p> <p>380</p> <p>381</p> <p>382</p> <p>383</p> <p>384</p> <p>385</p> <p>386</p> <p>387</p> <p>388</p> <p>389</p> <p>390</p> <p>391</p> <p>392</p> <p>393</p> <p>394</p> <p>395</p> <p>396</p> <p>397</p> <p>398</p> <p>399</p> <p>400</p> <p>401</p> <p>402</p> <p>403</p> <p>404</p> <p>405</p> <p>406</p> <p>407</p> <p>408</p> <p>409</p> <p>410</p> <p>411</p> <p>412</p> <p>413</p> <p>414</p> <p>415</p> <p>416</p> <p>417</p> <p>418</p> <p>419</p> <p>420</p> <p>421</p> <p>422</p> <p>423</p> <p>424</p> <p>425</p> <p>426</p> <p>427</p> <p>428</p> <p>429</p> <p>430</p> <p>431</p> <p>432</p> <p>433</p> <p>434</p> <p>435</p> <p>436</p> <p>437</p> <p>438</p> <p>439</p> <p>440</p> <p>441</p> <p>442</p> <p>443</p> <p>444</p> <p>445</p> <p>446</p> <p>447</p> <p>448</p> <p>449</p> <p>450</p> <p>451</p> <p>452</p> <p>453</p> <p>454</p> <p>455</p> <p>456</p> <p>457</p> <p>458</p> <p>459</p> <p>460</p> <p>461</p> <p>462</p> <p>463</p> <p>464</p> <p>465</p> <p>466</p> <p>467</p> <p>468</p> <p>469</p> <p>470</p> <p>471</p> <p>472</p> <p>473</p> <p>474</p> <p>475</p> <p>476</p> <p>477</p> <p>478</p> <p>479</p> <p>480</p> <p>481</p> <p>482</p> <p>483</p> <p>484</p> <p>485</p> <p>486</p> <p>487</p> <p>488</p> <p>489</p> <p>490</p> <p>491</p> <p>492</p> <p>493</p> <p>494</p> <p>495</p> <p>496</p> <p>497</p> <p>498</p> <p>499</p> <p>500</p> <p>501</p> <p>502</p> <p>503</p> <p>504</p> <p>505</p> <p>506</p> <p>507</p> <p>508</p> <p>509</p> <p>510</p> <p>511</p> <p>512</p> <p>513</p> <p>514</p> <p>515</p> <p>516</p> <p>517</p> <p>518</p> <p>519</p> <p>520</p> <p>521</p> <p>522</p> <p>523</p> <p>524</p> <p>525</p> <p>526</p> <p>527</p> <p>528</p> <p>529</p> <p>530</p> <p>531</p> <p>532</p> <p>533</p> <p>534</p> <p>535</p> <p>536</p> <p>537</p> <p>538</p> <p>539</p> <p>540</p> <p>541</p> <p>542</p> <p>543</p> <p>544</p> <p>545</p> <p>546</p> <p>547</p> <p>548</p> <p>549</p> <p>550</p> 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<p>642</p> <p>643</p> <p>644</p> <p>645</p> <p>646</p> <p>647</p> <p>648</p> <p>649</p> <p>650</p> <p>651</p> <p>652</p> <p>653</p> <p>654</p> <p>655</p> <p>656</p> <p>657</p> <p>658</p> <p>659</p> <p>660</p> <p>661</p> <p>662</p> <p>663</p> <p>664</p> <p>665</p> <p>666</p> <p>667</p> <p>668</p> <p>669</p> <p>670</p> <p>671</p> <p>672</p> <p>673</p> <p>674</p> <p>675</p> <p>676</p> <p>677</p> <p>678</p> <p>679</p> <p>680</p> <p>681</p> <p>682</p> <p>683</p> <p>684</p> <p>685</p> <p>686</p> <p>687</p> <p>688</p> <p>689</p> <p>690</p> <p>691</p> <p>692</p> <p>693</p> <p>694</p> <p>695</p> <p>696</p> <p>697</p> <p>698</p> <p>699</p> <p>700</p> <p>701</p> <p>702</p> <p>703</p> <p>704</p> <p>705</p> <p>706</p> <p>707</p> <p>708</p> <p>709</p> <p>710</p> <p>711</p> <p>712</p> <p>713</p> <p>714</p> <p>715</p> <p>716</p> <p>717</p> <p>718</p> <p>719</p> <p>720</p> <p>721</p> <p>722</p> <p>723</p> <p>724</p> <p>725</p> <p>726</p> <p>727</p> <p>728</p> <p>729</p> <p>730</p> <p>731</p> <p>732</p> <p>733</p> <p>734</p> <p>735</p> <p>736</p> <p>737</p> <p>738</p> <p>739</p> <p>740</p> <p>741</p> <p>742</p> <p>743</p> <p>744</p> <p>745</p> <p>746</p> <p>747</p> <p>748</p> <p>749</p> <p>750</p> <p>751</p> <p>752</p> <p>753</p> <p>754</p> <p>755</p> <p>756</p> <p>757</p> <p>758</p> <p>759</p> <p>760</p> <p>761</p> <p>762</p> <p>763</p> <p>764</p> <p>765</p> <p>766</p> <p>767</p> <p>768</p> <p>769</p> <p>770</p> <p>771</p> <p>772</p> <p>773</p> <p>774</p> <p>775</p> <p>776</p> <p>777</p> <p>778</p> <p>779</p> <p>780</p> <p>781</p> <p>782</p> <p>783</p> <p>784</p> <p>785</p> <p>786</p> <p>787</p> <p>788</p> <p>789</p> <p>790</p> <p>791</p> <p>792</p> <p>793</p> <p>794</p> <p>795</p> <p>796</p> <p>797</p> <p>798</p> <p>799</p> <p>800</p> <p>801</p> <p>802</p> <p>803</p> <p>804</p> <p>805</p> <p>806</p> <p>807</p> <p>808</p> <p>809</p> <p>810</p> <p>811</p> <p>812</p> <p>813</p> <p>814</p> <p>815</p> <p>816</p> <p>817</p> <p>818</p> <p>819</p> <p>820</p> <p>821</p> <p>822</p> <p>823</p> <p>824</p> <p>825</p> <p>826</p> <p>827</p> <p>828</p> <p>829</p> <p>830</p> <p>831</p> <p>832</p> <p>833</p> <p>834</p> <p>835</p> <p>836</p> <p>837</p> <p>838</p> <p>839</p> <p>840</p> <p>841</p> <p>842</p> <p>843</p> <p>844</p> <p>845</p> <p>846</p> <p>847</p> <p>848</p> <p>849</p> <p>850</p> <p>851</p> <p>852</p> <p>853</p> <p>854</p> <p>855</p> <p>856</p> <p>857</p> <p>858</p> <p>859</p> <p>860</p> <p>861</p> <p>862</p> <p>863</p> <p>864</p> <p>865</p> <p>866</p> <p>867</p> <p>868</p> <p>869</p> <p>870</p> <p>871</p> <p>872</p> <p>873</p> <p>874</p> <p>875</p> <p>876</p> <p>877</p> <p>878</p> <p>879</p> <p>880</p> <p>881</p> <p>882</p> <p>883</p> <p>884</p> <p>885</p> <p>886</p> <p>887</p> <p>888</p> <p>889</p> <p>890</p> <p>891</p> <p>892</p> <p>893</p> <p>894</p> <p>895</p> <p>896</p> <p>897</p> <p>898</p> <p>899</p> <p>900</p> <p>901</p> <p>902</p> <p>903</p> <p>904</p> <p>905</p> <p>906</p> <p>907</p> <p>908</p> <p>909</p> <p>910</p> <p>911</p> <p>912</p> <p>913</p> <p>914</p> <p>915</p> <p>916</p> <p>917</p> <p>918</p> <p>919</p> <p>920</p> <p>921</p> <p>922</p> <p>923</p> <p>924</p> <p>925</p> <p>926</p> <p>927</p> <p>928</p> <p>929</p> <p>930</p> <p>931</p> <p>932</p> <p>933</p> <p>934</p> <p>935</p> <p>936</p> <p>937</p> <p>938</p> <p>939</p> <p>940</p> <p>941</p> <p>942</p> <p>943</p> <p>944</p> <p>945</p> <p>946</p> <p>947</p> <p>948</p> <p>949</p> <p>950</p> <p>951</p> <p>952</p> <p>953</p> <p>954</p> <p>955</p> <p>956</p> <p>957</p> <p>958</p> <p>959</p> <p>960</p> <p>961</p> <p>962</p> <p>963</p> <p>964</p> <p>965</p> <p>966</p> <p>967</p> <p>968</p> <p>969</p> <p>970</p> <p>971</p> <p>972</p> <p>973</p> <p>974</p> <p>975</p> <p>976</p> <p>977</p> <p>978</p> <p>979</p> <p>980</p> <p>981</p> <p>982</p> <p>983</p> <p>984</p> <p>985</p> <p>986</p> <p>987</p> <p>988</p> <p>989</p> <p>990</p> <p>991</p> <p>992</p> <p>993</p> <p>994</p> <p>995</p> <p>996</p> <p>997</p> <p>998</p> <p>999</p> <p>1000</p>										Cause	Status	Ink from the canvas causing allergic reactions in some attendants	Not started	Ink from the printed letters causing allergic reactions in some attendants	In progress	Flakes of ink rubbing off on attendants' skin, mixing with perspiration	▶
Cause	Status																
Ink from the canvas causing allergic reactions in some attendants	Not started																
Ink from the printed letters causing allergic reactions in some attendants	In progress																
Flakes of ink rubbing off on attendants' skin, mixing with perspiration	▶																

Fig. 80

Replacement Sheet

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ELECTRONIC TOOL							
Edit	Cell	Communication	View	Support	Window	PROBLEM ANALYSIS	▼
Test Possible Causes Against Spec. ▼						Problem: Flight attendants have red sweat	
3 If Ink from the printed letters causing allergic reactions in some attendants is the true cause of Flight attendants have red sweat						But not: Pilots Passengers Ground Crew	
Does it explain: Flight attendants						Assumptions or Reasons the flight attendants are the only ones touching lifevests	
Conditions						Insert Assumption or Reason	
<input type="radio"/> yes it does, because... <input type="radio"/> no it does not, because... <input checked="" type="radio"/> it does, but only if you assume...						Pair 2 of 4 Previous Pair ▲ Next Pair ▼	
4 To test this cause against the next Is/Is Not pair, click Next Pair.							
5 If you've tested all the Is/Is Not pairs, or if you've rejected this cause, click Select Cause.							
						<input type="button"/> Notepad <input type="button"/> Support <input type="button"/> Go to Worksheet Mode <input type="button"/> Previous Screen <input type="button"/> Next Screen ▶	

Fig. 81

Replacement Sheet

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Fig. 82

Replacement Sheet

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Fig. 83

ELECTRONIC TOOL		ACTION TRACKER																																					
Edit Cell Communication View Support Window		Sort By: Priority																																					
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